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## REPORT

OF THE

# ADJUTANT GENERAL

## State of Missouri

1 July 1988 - 30 June 1989



**CHARLES M. KIEFNER**

MAJOR GENERAL

THE ADJUTANT GENERAL

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**DEPARTMENT OF PUBLIC SAFETY  
DIVISION OF THE ADJUTANT GENERAL - MISSOURI NATIONAL GUARD  
HISTORY AND ORGANIZATION**

Missouri's organized militia, from which the National Guard was formed, predates statehood by 12 years. Since statehood, the Adjutant General has served as the Governor's military secretary and head of the National Guard. Affiliated agencies also have lengthy records of service to the people of the state.

The Office of The Adjutant General is provided for by Article III, Section 46 of the Missouri Constitution, operating under provisions of Chapter 41 of the state statutes. Much of the operation of Army and Air National Guard forces is, also, controlled by federal laws and military regulations.

The Adjutant General is appointed by the Governor with the advice and consent of the State Senate, serving as military secretary and military chief of staff to the Governor. He is the administrative head of the military establishment of the state and administers the activities of two major affiliated agencies, the Division of Veterans Affairs and the State Emergency Management Agency.

Missouri National Guard forces operate within a joint federal-state relationship. The state is involved in funding the operation of armories in the state and some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds cover pay for Guard members, for most full-time Guard employees, and cover the costs of almost all Guard equipment and training expenses.

Under its dual role, National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army Guard units train alongside active forces to prepare for their national defense roles as part of the Total Force.

A Military Council serves in an advisory capacity to the Adjutant General, and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the Guard in Missouri, the commanders of the state's major Army and Air units, and other officers as are felt necessary to the Adjutant General. Senior active Army advisers to the Guard and federal and state fiscal officers for the Guard serve as ex officio members.

Major General Charles M. Kiefner has served as Adjutant General in his present term since January 19, 1981.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, sister state agencies, and foremost by the dedication of our employees and National Guard unit members. This report reflects their achievements.

ADJUTANTS GENERAL OF MISSOURI

1820-1829	John O'Fallon
1829-1830	Henry Shurlds
1830-1835	A. J. Williams
1835-1839	Benjamin M. Lyle
1839-1843	James L. Minor
1843-1848	Gustavas A. Parsons
1841-1851	William G. Minor
1851-1851	William A. Roberts
1851-1857	Addison M. Elston
1857-1860	Gustavas A. Parsons
1860-1861	Warwick Hough
1861-1861	George H. Smith
1861-1863	Chester Harding, Jr.
1863-1865	John B. Gray
1865-1869	Samuel P. Simpson
1869-1870	George L. Childress
1870-1871	Isaac F. Shepard
1871-1873	Albert Sigel
1873-1875	John D. Crafton
1875-1877	George C. Bingham
1877-1881	Ewing Y. Mitchell
1881-1885	John B. Waddill
1885-1889	James C. Jamison
1889-1897	Joseph A. Wickham
1897-1901	Morris F. Bell
1901-1905	William T. Dameron
1905-1909	James A. DeArmond
1909-1913	Frank M. Rumbold
1913-1917	John B. O'Meara
1917-1917	Arthur B. Donnelly
1917-1918	James H. McCord
1918-1921	Andrew V. Adams
1921-1925	Harvey C. Clark
1925-1927	William A. Raupp
1927-1933	Frank M. Rumbold
1933-1936	Andrew V. Adams
1936-1937	Harold W. Brown
1937-1941	Claude C. Earp
1941-1945	Lewis R. Means
1945-1951	Clifford W. Gaylord
1951-1964	John A. Harris
1964-1973	Albert D. Sheppard
1973-1977	Laurence B. Adams, Jr.
1977-1981	Charles M. Kiefner
1981-	Robert E. Buechler
	Charles M. Kiefner

## MISSION OF THE MISSOURI NATIONAL GUARD

As provided for under the provisions of the National Defense Act, units of the Missouri National Guard (MONG), both Army and Air, have a dual mission. The state mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the federal mission is to provide trained and qualified individuals available for federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

### PRIMARY STAFF OFFICERS

Major General Frank C. Crooks **Military Executive	Colonel James L. Pruitt **State Maintenance Manager
Colonel Robert A. Morgan **Chief of Staff, MOARNG	Colonel Billy W. Hawkins **AVCRAD Supervisor
Colonel Allen L. Stark **U.S. Property & Fiscal Officer	Colonel William E. Treu **Exec Support Staff Officer-Air
Colonel Alvin B. Cobb ***Senior Army Advisor	Lieutenant Colonel James T. Weber **Director of Information Management
Colonel Beverly J. Wolf **G1	Captain Clinton Buckhall, Jr. **Equal Employment Manager
Colonel Benjamin F. Dennison **G3	Major Dennis L. Cruts *Financial Manager (State)
Colonel Edward C. Gruetzemacher **State Army Aviation Officer	Captain Barbara A. Branigan **Staff Judge Advocate
Major Ronald L. Benward **Support Personnel Management Officer	Chief Warrant Officer George White **Safety Manager
Captain Paul J. Junkans **Construction/Facilities Officer	Command Sergeant Major Bill Adams **State Command Sergeant Major
Colonel Patrick Riley ***Inspector General	Captain Kenneth R. MacNevin **Public Affairs Officer

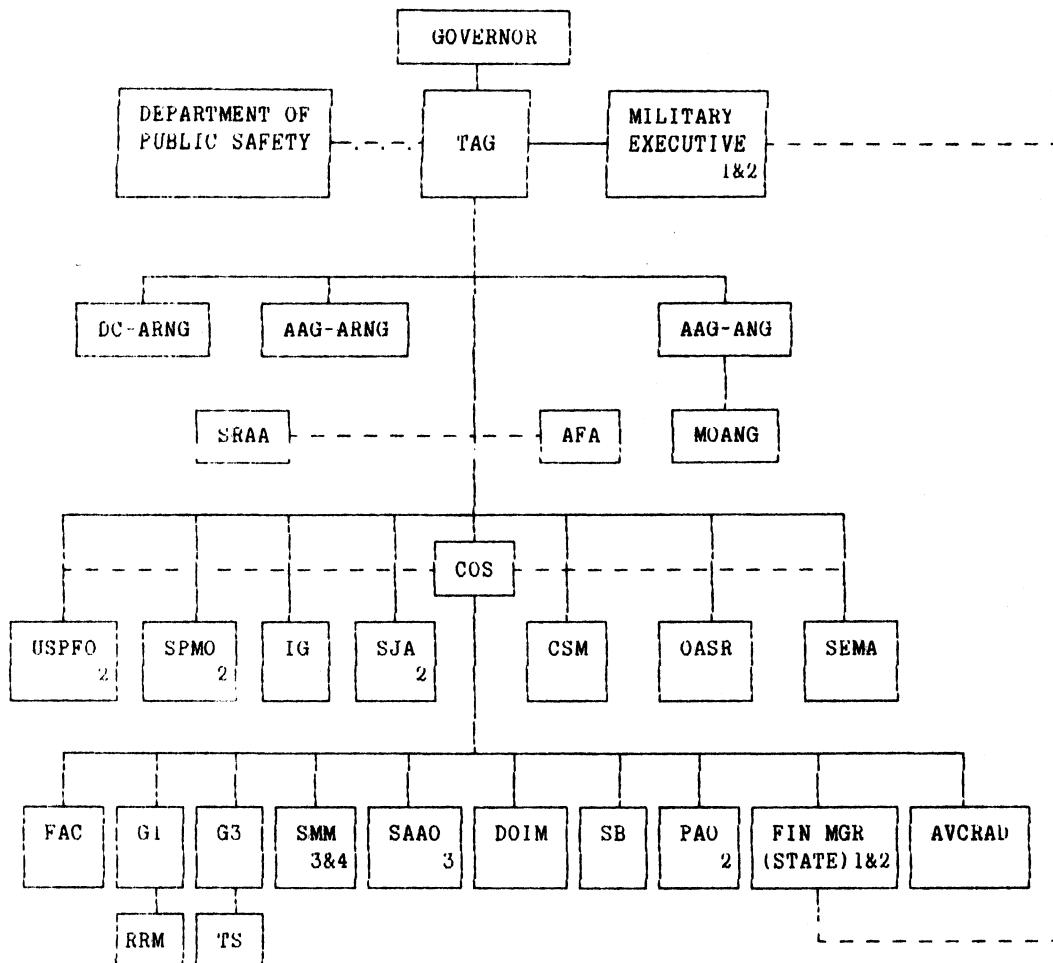
\*denotes state position

\*\*denotes federal position

\*\*\*denotes regular Army Officer assigned by the Department of the Army

Department of Public Safety  
Division of the Adjutant General

Organization Chart



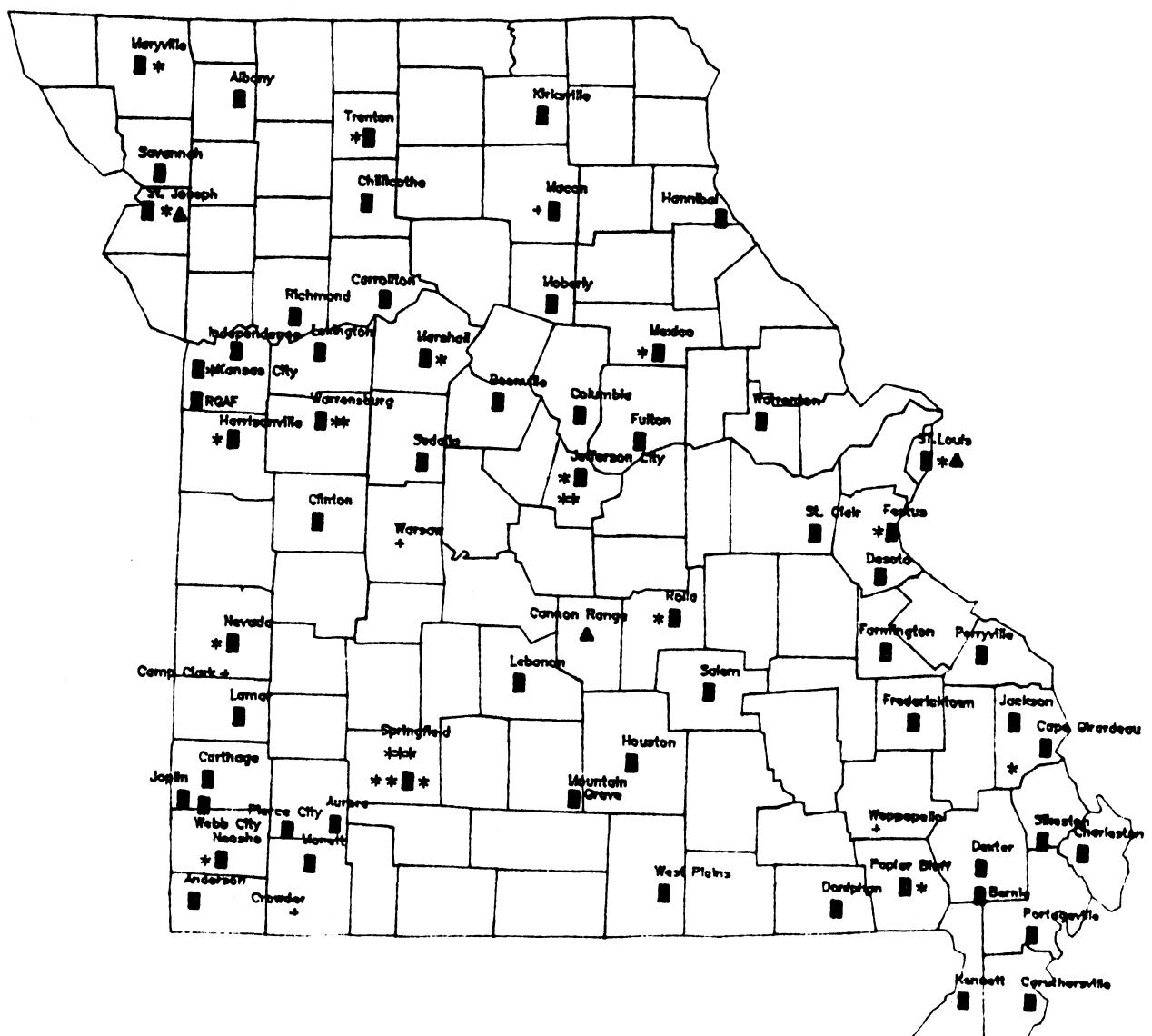
— COMMAND  
--- COORDINATION  
-.-. EXECUTIVE COORDINATION

1. STATE FUNDED POSITION
2. DUAL FUNCTION (ARMY-AIR)
3. PROVIDES GENERAL/TECHNICAL GUIDANCE TO COMMANDERS
4. EXERCISES GENERAL/TECHNICAL SUPERVISION OF OMSs & UTES

AAG-ANG	- ASSISTANT ADJUTANT GENERAL - AIR NATIONAL GUARD
AAG-ARNG	- ASSISTANT ADJUTANT GENERAL - ARMY NATIONAL GUARD
AFA	- AIR FORCE ADVISOR
AVCRAD	- AVIATION CLASSIFICATION REPAIR ACTIVITY DEPOT
CSM	- COMMAND SERGEANT MAJOR
DOIM	- DIRECTOR OF INFORMATION MANAGEMENT
FAC	- CONSTRUCTION & FACILITIES OFFICER
FIN MGR	- FINANCIAL MANAGEMENT OFFICER, STATE
G1	- MILITARY PERSONNEL OFFICER
G3	- PLANS, OPERATIONS & TRAINING OFFICER
IG	- INSPECTOR GENERAL
MOANG	- MISSOURI AIR NATIONAL GUARD
MOARNG	- MISSOURI ARMY NATIONAL GUARD
OASR	- OFFICE OF AIR SEARCH AND RESCUE
PAO	- PUBLIC AFFAIRS OFFICER
RHM	- RECRUITING AND RETENTION MANAGER
SAAO	- STATE ARMY AVIATION OFFICER
SB	- SAFETY BRANCH
SEMA	- STATE EMERGENCY MANAGEMENT AGENCY
SJA	- STATE JUDGE ADVOCATE
SMM	- STATE MAINTENANCE MANAGER
SPMO	- SUPPORT PERSONNEL MANAGEMENT OFFICER
SRAA	- SENIOR ARMY ADVISOR
TS	- TRAINING SITE
USPFO	- U S PROPERTY & FISCAL OFFICER

# MISSOURI NATIONAL GUARD FACILITIES

- MO. Army National Guard Facility
- \* MO. Arng Maint. Fac. (Ground Eqpt)
- \*\* MO. Arng Maint. Fac. (Aviation Eqpt)
- \*\*\* AVCRAD
- + MO. Arng Training Site
- ▲ MO. Air National Guard Fac.



## STATE AWARDS

MERITORIOUS SERVICE MEDAL. This medal is the highest honor awarded by the State of Missouri to individuals who have performed valorous or meritorious military service which reflects honorably and creditably upon the State of Missouri. Not more than one Meritorious Service Medal shall be awarded or presented. It may be awarded for valor or merit.

CONSPICUOUS SERVICE MEDAL. The second highest honor awarded by the State. It may be awarded to Guardmembers and civilians who have performed distinguished and conspicuous service or services, either civilian or military, which reflect honorably and creditably upon the State of Missouri. Oak Leaf Cluster will be presented for second or succeeding awards.

MISSOURI NATIONAL GUARD COMMENDATION RIBBON. It is authorized to be awarded to members of the Missouri National Guard only as tangible evidence of public recognition of commendable service, outstanding acts or achievement. Oak Leaf Cluster will be presented for second or succeeding awards.

MISSOURI NATIONAL GUARD RECRUITING/RETENTION RIBBON. It is authorized to be awarded to members of the Missouri National Guard only to provide tangible evidence of public recognition who have given distinguished service to the State of Missouri by enhancing the numerical strength of the National Guard through recruiting and retaining members. Oak Leaf Cluster will be presented for second or succeeding awards.

ADJUTANT GENERAL'S TWENTY BADGE AND RIBBON. It is authorized to be awarded to those individuals of the Missouri National Guard who are currently active members and have actively competed in the State Combat Matches from 1 January 1968 to recognize exceptional marksmanship achievements.

GOVERNOR'S TWELVE TAB. It is authorized to be awarded to those individuals of the Missouri National Guard to recognize the exceptional marksmanship achievements of those three new shooters who have actively competed in the annual Army Area Reserve Component (FORSCOM) Composite Rifle Matches from 1 August 1966. An individual shall be eligible for only one award.

NATIONAL GUARD OF THE UNITED STATES SERVICE RIBBON. This ribbon with Berlin Crisis Clasp has been awarded to those members of the Missouri National Guard ordered to active duty with the Armed Forces of the United States during the period 1 September 1961 through 31 August 1962.

STATE EMERGENCY DUTY SERVICE RIBBON. Awarded to members of the Missouri National Guard ordered to State Active Duty in time of emergency by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities, and for the aid and relief of civilians in disaster. This award shall apply to State service rendered on or after 1 January 1968. A bronze star attachment will be issued for a second and succeeding award and a silver star attachment may be worn in lieu of five bronze star attachments.

CERTIFICATE OF MERIT. It is authorized to be awarded to recognize periods of faithful service, acts, or achievement of good public and community relations in the interest and support of the Missouri National Guard.

CERTIFICATE OF APPRECIATION. It is authorized to be awarded to Missouri National Guard personnel upon separation as a result of retirement. The certificate is signed by the Adjutant General and the Governor and has the Great Seal of Missouri affixed. The text of the certificate is an expression of the appreciation of a grateful citizenry.

CERTIFICATE OF SERVICE. This certificate, designed by the National Guard Bureau, is for issue to individuals upon their retirement or transfer from the Army or Air National Guard in recognition of more than 20 years of honorable or faithful service in the Armed Forces of the United States, at least 10 of which were in the Army or Air National Guard.

MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years). Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

LONG SERVICE RIBBONS. Awarded to persons of the MONG who have served honorably for at least 10 years in the MONG. This service does not have to be continuous and service rendered in any of the Armed Forces of the United States as a result of, or in connection with, membership in the MONG shall be considered as a part of such service. A Hawthorn Cluster, to conform to the official floral emblem of the state, to be worn on the ribbon shall be awarded as follows: a bronze cluster for 25 years service, a silver cluster for 30 years service, and a gold cluster for 35 or more years service.

MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND CERTIFICATE. The ribbon and certificate are designed to recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards may be presented to all trainees after honorable and successful completion of active duty basic training and award of a primary MOS/AFSC.

CERTIFICATE OF MERIT, MILITARY. This certificate is to recognize periods of faithful service, acts or achievements of good public and community relations, in the interest and support of the MONG.

CERTIFICATE OF MERIT, CIVILIAN. To recognize the contributions made to the MONG by individual citizens, groups of citizens, organizations, companies, corporations, or other industrial related groups. This also includes community support of a local unit and public service support by a local industry.

#### MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State Guard is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

## G1 DIVISION

The G1 Division is comprised of the Military Personnel Branch, Records and Archives Branch, SIDPERS Interface Branch, Administrative Services Branch, and the Recruiting and Retention Branch.

MILITARY PERSONNEL BRANCH. This branch is responsible for administration and management of personnel assigned to the Missouri Army National Guard (MOARNG) and informs the Adjutant General on matters pertaining to military personnel management. Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code and National Guard and Department of the Army Regulations. This branch supervises and administers personnel actions including enlistments, appointments, transfers, promotions, reductions, separations, classifications, and maintenance of personnel records of MOARNG personnel. Also included as functional areas are health services, incentive awards, civilian education assistance, and pre-mobilization and post-mobilization planning of family assistance.

### MOARNG STRENGTH AS OF 30 JUNE 1989

	<u>Authorized</u>	<u>Assigned</u>
Officers	803	938
Warrant Officers	264	233
Enlisted	<u>8844</u>	<u>8901</u>
TOTAL	9911	10072

All officers and enlisted personnel are trained to be combat ready for mobilization in the active Army. They are assigned to the following branches:

Adjutant General's Corps	Medical Service Corps
Army Medical Specialist Corps	Military Intelligence
Army Nurse Corps	Military Police Corps
Chaplain Corps	Ordnance Corps
Medical Corps	Quartermaster Corps
Chemical Corps	Signal Corps
Corps of Engineers	Staff Specialist
Dental Corps	Transportation Corps
Field Artillery	

OFFICER PERSONNEL. This function is responsible for officer personnel actions, maintenance of personnel files, the Officer Personnel Management System, and selective retention. During this reporting period, there was an increase in both the number of officer positions authorized (+56) and the total number assigned (+63).

ENLISTED PERSONNEL. This function is responsible for enlisted personnel actions, maintenance of personnel files, casualty reports, Command Sergeant Major programs, selective retention, processing requests for Initial Active Duty Training, preparing an annual screening report, and preparing training and readiness status and unsatisfactory participation reports. During the period of this report, there was an increase in both the number of enlisted positions authorized (+240) and the total number assigned (+452).

INCENTIVE AWARDS AND CIVILIAN EDUCATION ASSISTANCE. The Army National Guard's Selected Reserve Incentive Program is designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives. The Army National Guard is authorized to pay five types of incentives to qualified individuals: a cash enlistment bonus and educational assistance bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three or six years) for those who are nearing the halfway point to retirement, and the student loan repayment program. Listed below are the current number of active participants for each type of incentive as of 30 June 1989:

Enlistment Bonus	1652
Educational Assistance	69
Retention (Three-Year)	54
Retention (Six-Year)	1275
Affiliation	105
Student Loan Repayment Program	878

ADMINISTRATIVE SERVICES BRANCH. This branch provides many administrative services in support of the total MOARNG. Included are requisitioning, receipt, storage, and issue of blank forms, printing support, military orders publication, maintaining pinpoint distribution accounts, mail control procedures, processing security clearances, and mail distribution.

RECORDS AND ARCHIVES BRANCH. This branch continued to receive many requests for research and documentation of military service throughout the year from the former holdings of the War of 1812, Mexican War, Indian Wars, Civil War, Spanish-American War, and the Confederate Pension and Home Applications. Due to the loss of sufficient office space to accommodate the records, they were sent to the Secretary of State's Records Management and Archives in early 1988. Research and reply to requests is now the responsibility of that center. The World War I record of service cards were also sent for storage purposes. Research is not authorized from these records by their patrons. Requests are forwarded to this branch for response and furnishing of the service information. Microfilm of the World War I records has been furnished by that center to facilitate immediate replies. This restriction is a result of the Rights of Privacy on record holdings within the last 75-year time-frame. Any service between 1914 and 1989 would be included. Control over the release of military record information remains with the Adjutant General.

Restraints placed upon this branch by the Secretary of State's Records Management to retain records in current files area for two years prior to sending to their center for microfilming has been suspended. National Guard discharged personnel files are retained until space limitation dictates the need to free up space for more recent discharged records. Personnel files are then sent for microfilming and are stored at that center after they have been filmed and are available for recall when required.

During the year, service verification was provided to the many agencies who contacted the branch. The loss of military records destroyed in the National Personnel Records Center fire in St. Louis in 1973 has continued to cause difficulty for many to know where to obtain their service verification. The record holdings of the branch covering the period of

World War II have been of tremendous value in filling this void. As an example of our service, employees from the National Personnel Records Center have indicated that service verification can be obtained from this branch faster than from their own center. Many accolades have been expressed from recipients of the services provided by the branch.

This branch provides support services to current and former National Guard members. This includes but is not limited to awards, survivor benefit application, issuance of the Notification of Eligibility for Retired Pay at Age 60 letter. The delegated authority from National Guard Bureau to the Military Personnel Officer to issue the retirement eligibility letter has speeded the processing time from months to days. Retirement application and information is provided to those who request it. Counselling of the member and spouse is done at their request at the time of retirement application preparation. Information is furnished to those who seek advise concerning personal areas of concern both before and after retirement.

STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM (SIDPERS) INTERFACE BRANCH (SIB). This branch has the responsibility for operating an automated personnel system which contains basic personnel data on each individual Guard member. Organizational data is maintained on each Missouri Army National Guard unit.

SIDPERS Interface Branch (SIB) consists of SIB Headquarters, the Files Management Section, and the Retirement Points Accounting System (RPAS) Section.

The SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Files Management Section receives, processes, and accounts for incoming personnel transactions, provides administrative support for the SIB Headquarters, and is responsible for maintenance of the automated files. Of primary importance is the quality assurance process conducted by personnel of this section on each individual personnel transaction. Only the purest data is allowed to be entered into the computer by the Files Management Section. The RPAS Section is responsible for receiving, processing, verifying, and maintaining automated retirement point records on each Guard member.

Personnel information is provided from these automated systems to all echelons where it is used in personnel management, mobilization planning, budgeting, and calculating pay for individual Guard members.

Over 30,000 individual personnel transactions are processed each year. This is the largest single system currently in operation on the MOARNG main computer.

This branch also operates and administers the Drill Attendance Monitoring Procedures and Report System which combines personnel, pay, and training data to provide information on individual drill performance.

RECRUITING AND RETENTION MANAGEMENT BRANCH. Organized in August 1973, this branch is responsible for the formulation, planning, coordination, and operation of the MOARNG recruiting and retention programs to support planned force structure strength requirements as specified by Department of the Army, National Guard Bureau, and the Adjutant General.

This branch includes 54 production recruiters, 6 noncommissioned officers (NCOs) who supervise the recruiting areas in the state, 5 retention NCOs, 4 guidance counselors at the 2 Military Entrances and Processing Stations (MEPS) in the state, and a staff of 11 officers and NCOs.

In order to accomplish its primary mission, this branch completes subordinate functions to include budget funding, result trends, forecasting, statistical analysis, cost analysis, management analysis, research and long range planning, advertising, training, awards to include referral awards program, applicant processing, special events, and dealing with active armed forces counterparts.

During this year the force structure authorized strength increased from 9615 to 9911 personnel. The current assigned strength as of June 30, 1989 was 10072 personnel which is 101.62 percent of authorized strength.

### G3 DIVISION

The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, education, training, combat readiness, mobilization, security, contingency planning, and military support to civil authorities within the MOARNG. Specific functions are as follow:

ORGANIZATION: The Missouri Army National Guard is organized into 47 mobilization entities (to include Headquarters, MOSTARC) that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 22 battalions and higher level organizational headquarters. Considering split units, headquarters companies, headquarters batteries and headquarters detachments, there are 100 elements located in 63 Missouri cities, towns, and communities.

### TRAINING

All units of the MOARNG are federal mobilization entities. Operations and training are conducted under the purview of the DA as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by DA Regulation, Army Training and Evaluation Programs (ARTEP), and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for the training supervision and evaluation of MOARNG units with a federal mobilization mission. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequent quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 Oct - 30 Sep). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

Guard members must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our guardmembers are required to attend resident instruction offered at the U.S. Army Branch Service Schools.

Federal funds managed by the G3 Division to support operations and training during FY 89 exceeded \$12,000,000. This includes funding for annual field training, service schools, miscellaneous special training activities, and overseas deployment training.

A Status of Resources and Training Report is submitted on a quarterly basis by each mobilization entity. This report is processed through this office to the National Guard Bureau (NGB) and the Joint Chiefs of Staff (JCS). This report describes the total combat readiness posture of each unit. The data included in this report is used by NGB and DA to measure overall readiness of the total force and make command decisions.

The FORSCOM directed affiliation program, which affects two engineer battalions of the state, provides limited funding for those units, and establishes a working relationship with like units of the active army. This program is administered by the training section, and generally consists of mutual training coordination and support.

Key Personnel Upgrade Program (KPUP): This program provides Missouri Army National Guard soldiers with additional training either alongside or in place of active army counterpart soldiers. Soldiers perform their duties as individuals or teams as participants in Joint Chiefs of Staff exercises. This program provides excellent opportunities for individuals and teams to increase combat proficiency, learn to apply new tactical doctrine, and establish working relationships with active army units and soldiers.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide Military Occupational Specialty training not always available to a unit, as well as assist the local communities.

INDIVIDUAL TRAINING EVALUATION PROGRAM (ITEP): This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses. Incorporating the SQT into unit individual training programs is essential to meet the National Guard's goal of fielding fully trained soldiers. This program has been expanded to include Military Occupational Skills training for selected individuals and should result in increased individual qualification.

COMPETITIVE MARKSMANSHIP TRAINING: The Missouri Competitive Marksmanship Program is organized into five disciplines, the State Composite Rifle team, the State Composite Pistol Team and the three Combat Teams, being Rifle, Pistol and Light Machine Gun.

Composite Rifle and Pistol Team members are primarily recruited through the Combat Competitive Program. Individuals selected are those who possess interest, ability, and the desire to participate.

Selection of Combat Teams to represent Missouri at higher level command matches is determined through state championships where all battalions are encouraged to participate. The first place team of these competitive activities advances on to represent Missouri at the Winston P. Wilson Matches, Fifth Army Reserve Components Matches, and ultimately the All Army Matches.

Individual units are depended upon to conduct and emphasize the importance of unit level training as well as competition. After having mastered the basics of shooting, the Small Arms Readiness Training Section (SARTS) selects individuals to participate in the advanced marksmanship training program. Individuals receive instruction from master shooters in a one-on-one environment, and then are entered in competition with other shooters who are at the expert level or above.

The repeated exposure of the individual to the pressure of a highly competitive environment is the main training vehicle incorporated to cultivate and stimulate a skillful shooter. The shooter is then expected to impart his expert skills at his unit level thereby perpetuating the training cycle and ensuring that the unit has a highly developed vital resource.

TRAINING AMMUNITION MANAGEMENT: Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management System (TAMS) for use by National Guard units. This management consists of developing, reviewing and validating unit statement of requirements for a specific training year; receiving yearly authorized quantities and subauthorizing to major subordinate commands; processing and validating unit level ammunition forecasts for accuracy and entering data into computer in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorization necessitated by changes in training, missions, priorities, training sites, and times. The TAMS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

Critical shortages exist in the following areas:

- a. Illumination Signals.
- b. Demolition C-4.
- c. Smoke grenades.
- d. AT-4 trainer rounds (new anti-tank round).
- e. Artillery smoke and illumination rounds.
- f. Revolver ammunition (A400 & A404).

New ammunition coming on line.

- a. Flipper Mine System for engineers.
- b. New STRAC (DA Pam 350-38) Standards (April 1990).
- c. New qualification courses for pistols and rifles.

### PLANS, OPERATIONS AND MILITARY SUPPORT

This section supervises and coordinates all matters pertaining to physical security of armories and storage facilities, conducts inspections of armories and arms vaults, and provides guidance to units on physical security procedures.

It develops, analyzes, and updates the Governor's annual MONG drug enforcement support plan. Advises State Highway Patrol and federal agencies concerning MONG resources and capabilities to successfully support drug enforcement operations. Coordinates the use of aircraft, vehicles, special equipment, and personnel required for drug enforcement support. Responsible for coordinating training of personnel that participate in drug enforcement operations. Coordinates with other states and federal agencies to augment drug interdiction support operations along the U.S. border. Tracks expenditures and assesses the mission to determine the scope and impact on MONG resources and capabilities.

Develops plans for potential civil disturbances, prison, nuclear power plant, and other state emergencies. Plans and conducts civil disturbance training for junior leaders of the Missouri National Guard.

Coordinates military personnel and equipment in support of military assistance to local authorities when the Governor declares an emergency. The Military Support section was operationally employed during 1 July 1988 to 30 June 1989 for the following state emergencies:

<u>LOCATION</u>	<u>DATE</u>	<u>MANDAYS</u>	<u>ACTIVITY</u>
St. Joseph, MO & surrounding area	07-10 Feb 89	91	Severe Water Shortage
Southwest MO	10-17 Mar 89	313	Poultry Health Hazard

Plans are developed to permit efficient preparation to support civil authorities in the reconstitution of the state following a nuclear attack. The plan coordinates the support activities of all the military services and their reserve components, as well as designated agencies and specified civilian task force groups.

Maintaining current contingency plans requires continuous liaison with the active military services, their reserve components and the civil authorities of the state, county, and local political subdivisions. The plans are conceived, propagated, exercised, tested and revised as appropriate. This is necessary to ensure the plans are realistic and current.

The section is also responsible for the efficient operation of the Emergency Operations Center (EOC) in the Adjutant General's Office. The EOC, utilizing its many facilities, provides the required command, control, and logistical support to forces involved in operations.

To maintain an operationally responsive force capable of performing the wide variety of missions that could be assigned, the section provides many special emphasis training programs, briefings, and seminars.

This section is additionally responsible for the Telecommunications Security Program (COMSEC). This program deals with both hardware and software encoding and decoding equipment, and the associated administration and security responsibilities. Also assigned are similar responsibilities relating to the Information Security Program (Document Security) and the State Operations Security Programs.

Additional missions are to supervise the implementation of the Physical Security Programs and to make the appropriate inspection of MOARNG units. To further increase the responsiveness and operational capability of the Missouri Military Forces, the section supervises the functioning of a statewide radio network linking designated units and this headquarters. The system is utilized daily for administration and management during operations for command, control, and support to the forces involved.

#### MOBILIZATION READINESS SECTION

Develops plans and coordinates preparations for mobilization and deployment of Army National Guard units. Analyzes FORSCOM Mobilization and Deployment Planning System (FORMDEPS) to ensure compliance with mobilization requirements. Schedules and monitors mobilization exercises for units and Headquarters, State Area Command (STARC). Accesses and reports mobilization readiness status of units.

Manages and coordinates the Army CAPSTONE Program. Ensures that state ARNG units are identified with their CAPSTONE headquarters to include active component and reserve component, both upward and downward traces. Operates the World Wide Military Command and Control System (WWMCCS) computer to retrieve mobilization and deployment data.

Monitors readiness status of state ARNG units; analyzes unit readiness posture; and recommends methods to improve readiness. Assists in developing corrective action plans for units not meeting combat readiness standards.

Manages the Force Structure Program to include actions for activation, inactivation, designations, redesignations, organizations, reorganizations, conversions, etc. Provides force structure input to the state long range plan. Develops the state Force Integration Plan. Integrates new doctrine, equipment, and changes to organizational design with emphasis on minimum degradation to readiness. Arranges for new equipment training.

#### MILITARY ACADEMY

A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception, the OCS has graduated 805 Second Lieutenants. The U.S. Army Infantry School provides instructional materials for the course. The program for Missouri Army National Guard OCS closely parallels that conducted by the Active Army, requiring strict discipline, academic proficiency, and leadership development.

The State Military Academy conducts various courses for noncommissioned officers (NCOs). This includes the First Sergeant Course for enlisted members in grades E7 and E8; Advanced NCO Course for soldiers in grade E7; Basic NCO Course, Phase I and Basic NCO Course, and Primary Leadership Development Course (PLDC) for E4 and E5. The NCO School Program of Instruction is prescribed by the U.S. Army Training and Doctrine Command (TRADOC).

The Military Academy is the focal point for the NCO Development Program, an informal program for continued NCO training and development at the unit level.

The Military Academy is the Adjutant General's proponent for various other leadership-oriented courses, including a "Tactical Leaders Course" for officers/noncommissioned officers on an annual basis.

#### **MISSOURI AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT**

The Missouri Aviation Classification and Repair Activity Depot (MO-AVCRAD) located on the Springfield Regional Airport in Springfield, Missouri, has a multi-state aviation maintenance mission and maintains National Guard aircraft for a fourteen state area. The facility employs 132 personnel and supports the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin. The MO-AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/AVUM plus limited Depot support maintenance for approximately 700 aircraft. Additional project work includes configuration control for ARNG aircraft, weight and balance of aircraft, maintenance by mobile teams, the repairables exchange program, and the aircraft intensively managed items program.

The MO-AVCRAD was established in September 1961 to ensure a mobilization ready unit, well trained in aviation maintenance. The shop's work load was controlled by the active Army until 1971 when the National Guard assumed responsibility for general support aircraft maintenance. There are four AVCRAD units in the nation, located in Groton, CT; Fresno, CA; Gulfport, MS; and Springfield, MO. Together the four AVCRADS have the responsibility for the entire ARNG general support/limited Depot aircraft maintenance for the nation's fleet of National Guard aircraft.

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. MO-AVCRAD is organized under a separate table of distribution and allowances in order to have all employees as members of the same Missouri National Guard unit for the purpose of mobilization.

Production accomplished at the MO-AVCRAD during Fiscal Year 1989 consisted of 124 aircraft repaired, 6398 components repaired, and 86 repair missions accomplished by mobile maintenance teams.

The MO-AVCRAD also operates a Modular Engine Test Stand which has been operational since 1976. During FY89, 41 aircraft turbine engines were tested on the stand.

## **DIRECTOR OF INFORMATION MANAGEMENT**

The Director of Information Management serves as the principal staff officer of the Army National Guard for Information Management. This position is located in the State Area Command Headquarters.

### **MAJOR DUTIES:**

- (1) Serves as the principal staff officer for ARNG Information Management (IM) and its supporting disciplines. Represents the Adjutant General in all matters pertaining to IM with senior officials of state agencies, other states, the National Guard Bureau (NGB), IM equipment manufacturers, other federal agencies, and senior IM business executives. Outlines the direction of the evolving IM process. Identifies problems and specific issues in the broad subject area of IM. Develops policies, programs, and procedures to integrate statewide IM functions and organizational activities.
- (2) Designs and implements long and short term IM plans.
- (3) Defines IM requirements and provides training to meet IM objectives.
- (4) Serves as the principal advisor to the AG on automation security.
- (5) Provides technological assistance to users through establishment of an Information Center.
- (6) Guides statewide IM development in conformance with the NGB and Department of the Army.
- (7) Analyzes telecommunication requirements, and designs and implements telecommunication systems to meet requirements.
- (8) Analyzes organizational informational processes, composition, and functions for departments of the ARNG and develops solutions for management changes.
- (9) Provides computer training, ranging from the introductory level to user unique training.

## **ENLISTED MILITARY PERSONNEL ADVISOR**

The individual serves as the Senior Enlisted Advisor for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of MOARNG personnel.

## FACILITIES DIVISION

Sixty-three Missouri communities utilize more than 480 armories, hangars, maintenance shops, vehicle storage structures, warehouses, and other special purpose buildings constructed and operated through joint federal and state ventures.

In FY 89, four major construction projects were funded and construction started. They include armories at Boonville, Festus, and Monett and a new USPFO at Jefferson City. The armories are scheduled for completion in the spring of 1991, and the USPFO facility in the summer of 1990.

For FY 90, two projects have been funded and construction should begin in the spring of 1990. They are a new armory at Aurora and a new Regional Training Site - Maintenance facility at the Algoa Training Site, Jefferson City.

Also architectural design has been authorized for a new STARC Headquarters/AGO/E.O.C. Office, a Combined Support Maintenance Shop, an Organizational Maintenance Shop, a USPFO Warehouse, and a Military Educational Facility. All of these facilities will be located on the Algoa Training Site, east of Jefferson City. Three armories are also approved for design. They are located at Whiteman AFB, Poplar Bluff, and Columbia. Construction funds are programmed for FY 92.

Jefferson Barracks, home for four Air National Guard and seven Army National Guard units, is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 56,000 square yards of roads, 14,000 square yards of paved parking and approximately 10,000 linear feet of security fencing.

Camp Clark is a state operated training site located on 1,287 acres of land near Nevada, Missouri. It contains approximately 260 buildings which are used by various types of military units. Nearly half of the real estate is licensed from the federal government, and the remaining half is owned by the state. A significant number of maintenance and repair projects was completed during FY 89 as well as the construction of a new fire station.

Camp Crowder is a licensed training site located on approximately 4,600 acres near Neosho, Missouri. It contains six buildings used for specialized National Guard field training exercises.

In FY 89, a new classroom building was constructed as well as a major renovation to two buildings to be used for training and an emergency operation center.

Designs have also been completed on three new facilities. They are a new Post Headquarters/Engineer building with proposed construction in the summer of 1990, a Battalion Headquarters/Classroom, and a Troop Medical Clinic with proposed construction in FY 92.

In FY 90, designs should be started for a new barracks complex with planned construction in FY 93.

## **FINANCIAL MANAGEMENT OFFICE (STATE)**

Responsible for overall administration and policy direction of the State Division of The Adjutant General operational budgetary programs, providing a wide variety of state support type activities which include: budget development, personnel management, communication analysis, and state property accountability. Also responsible for the monitoring of state support operations of the division to ensure compliance with state administrative policies, financial procedures, and audit requirements. Acts as liaison for the Division for state operational matters with the Department of Public Safety and the Office of Administration. Serves as Service Contract Administrator for Federal/State Operational Service Agreement Programs.

Some of the principal functions assumed by the State Financial Management Office include: analysis, preparation, and review of the Division's state operational budget; preparation of staff reports including recommendations; conferring with division chiefs on administrative and procedural problems; maintenance of state employee personnel files and payroll records; state employee assistance program; state employee recruitment responses; and purchasing supplies, services, and equipment necessary to operate and maintain the Missouri National Guard state facilities.

The Financial Management Office (State) is also responsible for the procurement of supplies and the pay of personnel performing State Active Duty. The Missouri National Guard was called to State Active Duty twice during FY 89 to provide Missouri River ice blockage relief operations in northwest Missouri and to support health hazard operations in southwest Missouri. A total of \$39,098 was expended from the Governor's National Guard Emergency Appropriation to support SED.

State appropriations for the military division in FY 89 supported six programs: Office of the Adjutant General Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and Governor's National Guard Emergency Account. The following financial summary details FY 89 operational program appropriations and expenditures.

**FY 89 STATE APPROPRIATION AND OPERATIONAL EXPENDITURE SUMMARY**

	<u>APPROP(1)</u>	GOVERNORS WITHHOLDING	NET APPROP	NET EXPENDITURE
<b>ADMINISTRATION</b>				
Personal Services	926,943	29,608	897,335	895,251
Expense and Equipment	157,425	4,723	152,702	152,699
<b>FIELD SUPPORT</b>				
Personal Service	599,335	6,980	592,355	589,489
Expense and Equipment	339,297	10,179	329,118	329,118
Fuel and Utilities	749,762	21,477	355,615	354,060
Supplemental Approp	72,114	-0-	72,114	71,996
<b>AIR SEARCH AND RESCUE</b>				
Expense and Equipment	7,310	219	7,091	7,086
<b>CONTRACT SERVICES</b>				
Personal Service (Fed)	3,401,196(2)	-0-	3,401,196	3,110,892
Personal Service (State)	377,092	21,477	355,615	354,060
Expense and Equipment	337,816	-0-	337,816	337,816
<b>ADJ GEN REVOLVING FUND</b>	31,708	-0-	31,708	31,697
<b>STATE EMERGENCY DUTY</b>				
State Support Payments	150,000(3)	-0-	150,000	39,098
<b>TOTAL</b>	<b>7,149,998</b>	<b>95,679</b>	<b>7,054,319</b>	<b>6,646,471</b>

(1) Appropriations listed are State General Revenue unless noted.

(2) Contract Service federal funding appropriation amounts listed reflect the state appropriation for the program, but do not necessarily reflect actual federal funding available.

(3) The Governor's Emergency Appropriation is released only to support National Guard State Active Duty expenses. Unused funds lapse to General Revenue.

**PUBLIC AFFAIRS OFFICE**

The Public Affairs Office advises and assists the Adjutant General and assigned Army and Air National Guard units in internal information, media relations, and community relations efforts. The office supervises production of the Missouri National Guard's monthly federally funded newspaper, the Bear Facts. It also coordinates activities of a 13 member Army Guard public affairs detachment. In fiscal 1989 that unit was the first Army unit in the nation to receive new broadcast quality electronic news gathering equipment. The office also coordinates with public affairs personnel assigned to Air National Guard units in the state.

## **SAFETY BRANCH**

The Safety Branch is directed by the Safety and Occupational Health Manager and administers the general Safety and Health Program for all activities of the Missouri Army National Guard, except aviation flying safety. The mission of the Safety Branch is to reduce the number of personal injury and property damage accidents and to ensure that all members of the Missouri Army National Guard are provided with a safe and healthful work and training place. All full-time support personnel of the Army National Guard are protected by 29 CFR, Part 1910, OSHA.

During Fiscal Year 1989, there was a 24% reduction in the total number of personal injury and motor vehicle accidents. The significant reduction was due to increased emphasis by the Adjutant General and staff on safety matters. Four safety training courses were conducted for selected unit collateral safety officers and noncommissioned officers. These courses provided guidance in all areas of training and work place safety.

Work and training place safety inspections were continued, including the testing and certification of three new indoor firing ranges. All new construction and renovation plans were reviewed for compliance with safety and fire protection codes.

Special emphasis programs for Risk Assessment, Safe-Guard 89 (Annual Training Safety), and Explosives Safety were implemented or continued.

The Missouri Army National Guard continues to maintain an accident rate lower than the national average.

## **SENIOR ARMY ADVISER**

United States Army personnel are assigned as advisers to the MOARNG under provisions of Federal law.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The adviser represents and acts as spokesman for the active Army for military matters that are of interest to the Missouri Army National Guard. The adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as military adviser to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and materiel resources.

The staff of the Senior Army Adviser is two officers, eight noncommissioned officers, and one Department of the Army civilian.

## STAFF JUDGE ADVOCATE

The Staff Judge Advocate provides full-time professional legal support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard and commanders, as well as the United States Property and Fiscal Officer and his staff.

Significant duties and responsibilities include providing professional legal advice and opinions on issues arising from federal laws and regulations or concerning the federal mission of the National Guard; preparation of litigation reports, briefs, pleadings, and other papers associated with civil litigation involving federal interests and aspects of the National Guard; legal reviews of contracts, agreements, procurement actions, and other administrative determinations and proceedings for legal sufficiency.

The Staff Judge Advocate has primary responsibility for all claims matters against and in favor of the government, both federal and state. In 1989, a total of 46 claim actions were processed. Of these, 38 concerned activities of the Missouri Army National Guard, and 8 concerned activities of the Missouri Air National Guard. Thirty-two were claims against the government, and 14 were in favor of the government. Forty-five concerned federal military technicians and/or soldiers/airmen on duty under Title 32 of the United States Code. Only one incident concerned a state employee, and none concerned activities resulting from duty under state law. All claims against the government were covered by either the Federal Tort Claims Act or Federal and Military Drivers Act. Ten claims concerned property losses under the Military Personnel and Civilian Claims Act, and two claims were made under the Federal Medical Care Recovery Act. No deaths occurred as a result of any activities.

The Staff Judge Advocate is also the Ombudsman for the Missouri Committee for Employer Support of the Guard and Reserve. In this capacity, the SJA provides informal assistance and advice to soldiers, airmen, and sailors of all Reserve Components concerning issues arising under the Veterans' Reemployment Rights Act (38 U.S.C. 2021, et seq.) and under state law (Sections 105.270 and 40.490, RSMO 1986), as well as to employers. A total of 193 inquiries were handled this year. Of those, nearly half concerned harassment and denial of time off for inactive and active duty training. Thirty-one cases involved members of the Reserve Components who were denied reemployment on return from duty or terminated because of military membership. Of these 31 cases, 25 were referred to the Department of Labor, Veterans Employment and Training Service, for investigation under the law. Twenty-nine inquiries were information requests concerning federal or state law. The remainder concerned denial of vacation accrued (and forced vacation instead of leaves without pay), scheduling problems, denial in initial hiring, and voluntary duty. Fourteen inquiries concerned temporary employees with no job rights under the law, and only two cases concerned excessive orders.

## STATE ARMY AVIATION OFFICE

### GENERAL

Army Aviation within the Missouri Army National Guard utilizes the basic concept of centralized control and de-centralized operations. In consonance with this concept, aviation assets are consolidated for the conduct of training, operations, and maintenance.

### ORGANIZATION

The Missouri Army National Guard Aviation Program is dedicated to improving the professional qualifications of individual crewmembers and operational readiness of the various aviation units throughout the state. Continued and constant emphasis on aviation safety has resulted in a zero accident rate for the past several years.

### FUNCTIONS

The State Army Aviation Officer's responsibilities include:

1. Supervision of two Army Aviation Support Facilities (AASF) and one Army Aviation Flight Activity (AAFA).
2. Staff coordination with the National Guard Bureau and other state/federal agencies in all matters pertaining to aviation operation, training, maintenance, and safety.
3. Coordination of joint use of Army Aviation assets by the various Army National Guard units in the state.
4. Preparation and coordination of operating budgets required to support the Army Aviation Program.
5. Ensuring that Army National Guard aircraft are used exclusively for official purposes.

### OPERATIONS

Army Aviation units are supported on a full-time basis by two Army Aviation Support Facilities and one Army Aviation Flight Activity. These installations are named and located as follows:

1. Jefferson City Army Aviation Support Facility - Jefferson City Memorial Airport.
2. Whiteman Army Aviation Support Facility - Whiteman AFB.
3. Springfield Army Aviation Flight Activity - Springfield Regional Airport.

These installations are organized to provide centralized control and operation of aviation assets. They provide day-to-day maintenance and modifications of aircraft and allied equipment consistent with authorizations established by Department of Army and National Guard Bureau. Each aviation installation is staffed with personnel for the purpose of conducting individual crewmember training and maintenance of assigned

aircraft and related ground support equipment. Current manning criteria requires 121 full-time federal technicians, but funding support and manpower constraints authorize only 96 personnel, or 79.3% of the required force (Re: current employment data SPMO Report as of 12-16-89).

#### STATUS OF FACILITIES

Within recent years, an expanded building program has resulted in Missouri Army National Guard aviation facilities which are among the best in the nation. The construction costs of these facilities are provided from federal funds, with design and construction supervision provided by the State of Missouri.

a. Whiteman AFB AASF is the only Missouri Army national Guard installation located on an active military base. The facility was completed in January 1978 at a cost of \$1.2 million. This AASF supports 1st Bn 135th Avn, an attack helicopter battalion, which is located in nearby Warrensburg.

b. Springfield AAFA is co-located with the Missouri Aviation Classification Repair Activity Depot (AVCRAD) at Springfield Regional Airport. This model facility was completed in February 1981 at a cost of \$4.2 million and is recognized as the most modern and functional aviation facility in the United States. Support units include: AVCRAD (1107th), HHD 3d Bn 135th Avn, and Co G 135th Avn.

c. Jefferson City AASF is located in a modern \$1.8 million building on Jefferson City Memorial Airport. This facility was completed and occupied in November 1982. It is located on property donated by the City of Jefferson and is situated on a site that has been filled and elevated above the flood plain. Supported units at this facility include: HQ STARC, 867th Medical Detachment, 868th Medical Detachment, Detachment 1, HHC, 135th Engineer Group and the 635th Aviation Group Headquarters.

#### AIRCRAFT ASSETS

The current aircraft fleet consists of 56 turbine powered helicopters and four twin engine, piston powered airplanes, which are stationed as follows:

	<u>UH-1</u>	<u>OH-58</u>	<u>AH-1</u>	<u>U-8</u>	<u>C-7A</u>
Whiteman AFB	3	13	15		
Springfield	4	2		1	2
Jefferson City	16	3		1	
	23	18	15	2	2

#### AVIATION TRAINING

Missouri Army National Guard aircrews must meet the same training requirements as their active Army counterparts. Some of the increased requirements during the past year included qualification of aviators and maintenance personnel in the AH-1 Cobra aircraft and weapons systems, training aviators to fly with night vision goggles, and aircrew training in high altitude, mountainous terrain. To enable us to accomplish the training requirements, National Guard Bureau allocates an annual flying hour program. No state funds are allocated or expended to support this program.

## ANNUAL FLYING HOUR PROGRAM

As stated, Missouri Army National Guard aviators must meet the same training requirements as their active Army counterparts. To accomplish the required training, National Guard Bureau allocates an annual flying hour program to each State, based on the number of aircraft and aviators assigned. Programmed flying time for Fiscal Year 1989 (1 Oct 88 - 30 Sep 89) is 11,410 hours, which will be completed by 30 September 1989.

## **STATE MAINTENANCE OFFICE**

Unit, direct support and general support maintenance is performed on all surface equipment issued to the MOARNG at 16 facilities. There are 199 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 15 Organizational Maintenance Shops (OMS) and one Combined Support Maintenance Shop (CSMS):

OMS #1 . . . . .	Raytown
OMS #2 . . . . .	Jeff Barracks
OMS #3 . . . . .	Cape Girardeau
OMS #4 . . . . .	Poplar Bluff
OMS #5 . . . . .	Rolla
OMS #6 . . . . .	St. Joseph
OMS #7 . . . . .	Marshall
OMS #8 . . . . .	Mexico
OMS #9 . . . . .	Jefferson City
OMS #10 . . . . .	Jeff Barracks
OMS #11 . . . . .	Springfield
OMS #12 . . . . .	Harrisonville
OMS #13 . . . . .	Neosho
OMS #14 . . . . .	Trenton
Unit Training Equipment Site . . . . .	Nevada
Combined Support Maintenance Shop . . . . .	Jefferson City

The OMSs provide backup unit maintenance beyond the capability of using units. They maintain units' combat load of repair parts. They also serve as concentration points for equipment to be sent back to higher category maintenance facilities. These shops have 130 technicians on board.

The CSMS performs direct and general support maintenance that is beyond the capability of using units and Organizational Maintenance Shops. This shop has 69 technicians on board.

## COMBINED SUPPORT MAINTENANCE SHOP

The Combined Support Maintenance Shop (CSMS) performs the highest level maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to perform Direct Support and limited General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair. Specific missions of the CSMS include:

1. Repair and return to using units/Organizational Maintenance Shops or stock all items of ordnance, engineer, signal, chemical, quartermaster, and transportation equipment which require support maintenance.

2. Provide calibration service for test, measurement, and diagnostic equipment.

3. Provide technical assistance and instructional teams to units.

During FY 89 the CSMS performed a total of 3,500 maintenance jobs on various types of equipment. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the repair process inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop the items passed a final inspection which encompassed a functional test.

Special events during FY 89 in the maintenance area:

1. The MOARNG ended FY 89 with an equipment operational readiness rate of 92.00%.

2. The Surface Maintenance Managers expended \$52,500 on travel to repair equipment throughout the state. The SMMO also manages an approximately \$4 million repair parts budget.

#### SUPPORT PERSONNEL MANAGEMENT OFFICE

This office provides central personnel administration and management services for all ARNG and ANG full-time support personnel.

Technician personnel are employed under the provisions of Title 32, Section 709, United States Code. Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel: AGR-FTM (additive unit support positions), Readiness Support, and Full-Time Recruiting and/or Retention Force.

Full-time support personnel are as follows:

	MOARNG	MOANG	
Technicians	657	522	= 1179
Active Guard/Reserve	498	164	= 662
TOTAL	1155	686	= 1841

The Support Personnel Management Office (SPMO) is composed of four separate sections with responsibilities in the following major areas:

A. TECHNICIAN MANAGEMENT OFFICE (TMO). The TMO provides civilian personnel administration for assigned federal Military Technician personnel (both ARNG and ANG) of the Missouri National Guard. It provides The Adjutant General, his staff, managers and supervisors, and the SPMO with technical assistance in all areas of technician personnel administration to include funding and manpower allocations; develops and administers technician personnel policies and programs; administers legal, regulatory, and procedural controls affecting technician personnel; and manages the Personnel Data System. The TMO is composed of five sections which are as follows:

1. EMPLOYEE SERVICES. Maintains central library of publications relating to technician personnel administration; processes personnel actions and initiates actions on step increases, permanent change of station allowances, retirements, and other actions; advises employees and supervisors of employee benefits such as insurance, leave, retirement, death, and disability. Establishes rate of pay, and establishes and maintains Employee Performance Files, Official Personnel Folders, and Employee Medical Files for each technician. Responsible for the performance appraisal and workers' compensation programs.

2. POSITION CLASSIFICATION/POSITION MANAGEMENT. Provides advice and technical assistance in the following areas:

- Accuracy and appropriateness of position descriptions.
- Appropriate classification of positions within the organization.
- Classification appeals.
- Management of personnel resources.

3. PERSONNEL STAFFING. Provides advice and technical assistance in the following areas:

- Administration of the State Merit Placement Plan (i.e., advertising/filling positions, determining qualifications, certifying eligibles, etc.).
- Military compatibility.
- Reduction in force.
- Determines sources for special hiring programs.

4. EMPLOYEE RELATIONS. Provides advice and technical assistance in the following areas:

- Performance Appraisal Appeals.
- Technician conduct, rights, and responsibilities.
- Disciplinary and Adverse Actions.
- Technician grievances and appeals.
- Environmental Differential and Hazardous Duty Pay.
- Performance and Incentive Awards.
- Suggestions.

5. EMPLOYEE DEVELOPMENT. Provides advice and technical assistance in the following areas:

- Identify technician training needs.
- Identify available sources of needed training.
- Obtain training quotas.
- Schedule technicians for attendance.
- Counsel technicians on career development.
- Manage training budget.
- Consults and advises supervisors regarding Individual Development Plans.

B. EQUAL EMPLOYMENT OPPORTUNITY. This office is responsible for all National Guard Equal Opportunity programs. Advises the Adjutant General, the SPMO, and the full-time personnel on the administration of laws, policies, and regulations designed to overcome and prevent discrimination and to provide equal opportunity to current and potential employees of the Missouri National Guard. Coordinates numerous equal employment and human

relations programs: Employee Assistance Program; Affirmative Employment; Federal Equal Opportunity Recruitment Program; Special Emphasis Programs, i.e., Hispanic Employment Program, Federal Women's Program, and American Indian Program; Hiring of the Handicapped Program; Disabled Veterans Hiring Program; Summer Youth Employment Program; Camp Wonderland Program; and the various EEO training programs for full-time personnel.

C. MILITARY DUTY MANAGEMENT. Advises the SPMO, managers, and supervisors on regulatory and procedural requirements affecting ARNG and ANG military duty personnel. Develops and implements programs, plans, and procedures to support the Military Duty program in areas such as recruitment, eligibility requirements, career management, performance management, incentive awards, position management, benefits and entitlements, education and training, separations, appointments and processing procedures, transfers, manpower management, and strength accountability.

D. LABOR MANAGEMENT RELATIONS. The primary purpose of the Labor Management Relations section is to provide comprehensive labor relations services within the state in contract negotiations, contract administration, and administrative proceedings. Functions in the area of contract negotiations include consulting with all levels of management to develop agency policies on and positions for negotiations, and provide advice on developing management proposals and strategies, as well as determining when union proposals may be nonnegotiable under federal laws. The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies. Responsibilities under administrative proceedings involve developing and representing the state's position in proceedings such as unfair practice charges and complaints, grievance proceedings, and arbitration. The National Association of Government Employees is the exclusive representative for technicians in the bargaining unit, with one local for the Air National Guard and one local covering Army National Guard technicians throughout the state.

#### **THE UNITED STATES PROPERTY AND FISCAL OFFICER**

The Office of the United States Property and Fiscal Officer (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard operational budget of over \$145 million, maintains an ARNG equipment inventory valued in excess of \$389 million, and an Air National Guard operational budget of over \$46 million.

Management of the Army resources is accomplished through five operating entities: Logistics, Comptroller, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of Air National Guard is accomplished by an Assistant USPFO at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational employment of ARNG units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by the Chief, National Guard Bureau. The current work force includes over 100 Technicians.

The Comptroller Division has placed additional emphasis on the controls and procedures to pay all troops in a more timely manner. This includes both inactive duty training and annual training pay. Payment for short tours of duty is processed within three days of completion of duty. Added emphasis has also been placed on bonus and incapacitation pay.

Even though an Analysis and Internal Review System was in being, the program continues to be enhanced through professional auditor training. Emphasis is being placed on areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal Review Division serves as a focal point for outside audit agencies such as Defense Audit Services, Government Accounting Office, as well as the U.S. Army Audit Agency and Department of the Army Inspector General.

An ever increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel, and will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.

Logistical support of the Army National Guard continues with increased emphasis being placed on management of excesses and updating equipment to enhance readiness. Each unit has been issued a Prescribed Load of repair parts and a vehicle to transport it on. We have purchased camouflage systems for all units. This will enhance the ability of units to remain undetected in combat.

Listed below are federal expenditures of Army National Guard pay and allowances, and salaries by location in Missouri during Fiscal Year 1988.

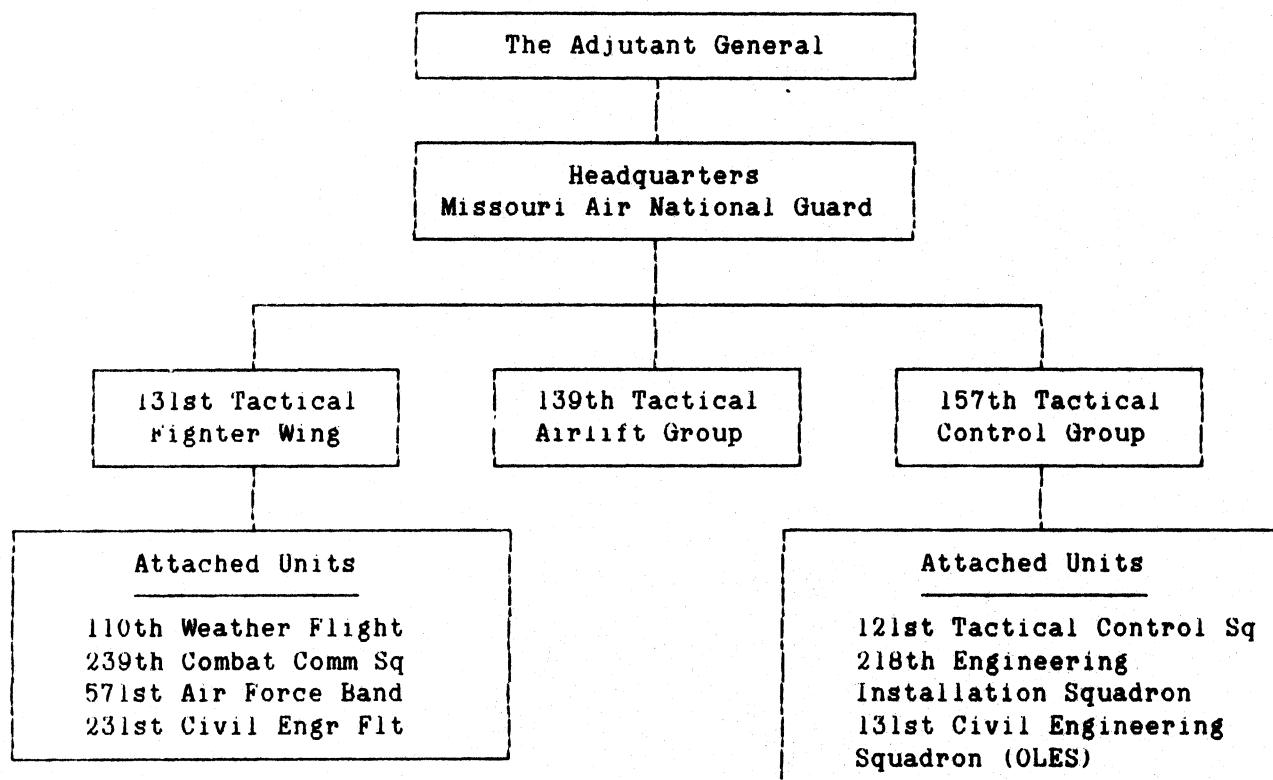
**MISSOURI NATIONAL GUARD ECONOMIC IMPACT BY COMMUNITY  
BASED ON FY88 DATA (ARMY & AIR)**

<u>CITY</u>	<u>TOTAL FEDERAL PAY</u>	<u>TOTAL FEDERAL EXPENDITURES</u>	<u>STATE EXPENDITURES</u>	<u>ANNUAL ECONOMIC IMPACT</u>
ALBANY	\$481,457	\$687,721	\$14,247	\$701,968
ANDERSON	\$361,246	\$503,875	\$9,526	\$513,401
AURORA	\$627,545	\$897,444	\$16,809	\$914,253
BERNIE	\$296,029	\$421,103	\$11,419	\$432,522
BOONVILLE	\$339,879	\$475,925	\$3,600	\$479,525
CAPE GIRARDEAU	\$2,257,915	\$2,867,930	\$32,894	\$2,900,824
CARROLLTON	\$82,298	\$123,989	\$0	\$123,989
CARTHAGE	\$735,601	\$1,055,968	\$14,761	\$1,070,729
CARUTHERSVILLE	\$266,756	\$376,471	\$12,646	\$389,117
CENTERTOWN	\$283,546	\$341,149	\$1,811	\$342,960
CHARLESTON	\$331,397	\$458,666	\$9,594	\$468,260
CHILLICOTHE	\$534,606	\$754,035	\$14,574	\$768,609
CLINTON	\$614,295	\$888,582	\$14,995	\$903,577
COLUMBIA	\$1,004,914	\$1,345,030	\$13,881	\$1,358,911
DESOTO	\$444,539	\$646,414	\$16,021	\$662,435
DEXTER	\$696,207	\$983,660	\$14,647	\$998,307
DONIPHAN	\$231,926	\$324,086	\$9,113	\$333,199
FARMINGTON	\$600,492	\$852,835	\$15,246	\$868,081
FESTUS	\$539,769	\$754,810	\$14,371	\$769,181
FREDERICKTOWN	\$310,038	\$428,530	\$10,809	\$439,339
FT LEONARD WOOD	\$198,139	\$215,693	\$0	\$215,693
FULTON	\$625,872	\$761,918	\$17,820	\$779,738
HANNIBAL	\$955,400	\$1,361,345	\$20,481	\$1,381,826
HARRISONVILLE	\$827,349	\$1,141,133	\$12,481	\$1,153,614
HOUSTON	\$282,753	\$392,468	\$27,228	\$419,696
INDEPENDENCE	\$534,172	\$762,379	\$13,893	\$776,272
JACKSON	\$387,465	\$545,454	\$7,361	\$552,815
JEFFERSON CITY	\$16,145,913	\$18,186,576	\$1,494,190	\$19,680,766
JOPLIN	\$1,299,817	\$1,736,481	\$31,664	\$1,768,145
KANSAS CITY	\$5,270,206	\$7,209,963	\$194,354	\$7,404,317
KENNETT	\$390,712	\$520,176	\$12,270	\$532,446
KIRKSVILLE	\$545,621	\$769,440	\$21,880	\$791,320
LAMAR	\$327,906	\$461,758	\$11,123	\$472,881
LEBANON	\$473,767	\$680,031	\$13,005	\$693,036
LEXINGTON	\$1,400,008	\$1,913,473	\$45,123	\$1,958,596
MACON	\$626,746	\$892,256	\$18,782	\$911,038
MARSHALL	\$728,402	\$923,695	\$12,351	\$936,046
MARYVILLE	\$893,784	\$1,205,374	\$15,275	\$1,220,649
MEXICO	\$626,617	\$784,606	\$17,057	\$801,663
MOWERLY	\$627,420	\$886,347	\$17,797	\$904,144
MONETT	\$557,454	\$779,078	\$8,542	\$787,620
M'LN GROVE	\$486,898	\$627,333	\$0	\$627,333
NEOSHO	\$769,983	\$938,944	\$10,845	\$949,789
NEVADA	\$1,784,083	\$1,886,149	\$24,808	\$1,910,957
PERRYVILLE	\$330,770	\$471,205	\$11,680	\$482,885
PIERCE CITY	\$402,603	\$582,535	\$7,383	\$589,918

<u>CITY</u>	<u>TOTAL FEDERAL PAY</u>	<u>TOTAL FEDERAL EXPENDITURES</u>	<u>STATE EXPENDITURES</u>	<u>ANNUAL ECONOMIC IMPACT</u>
POPLAR BLUFF	\$1,527,840	\$2,010,585	\$18,001	\$2,028,586
PORTAGEVILLE	\$321,647	\$462,082	\$10,728	\$472,810
RAYTOWN	\$351,409	\$351,409	\$0	\$351,409
RICHMOND	\$409,256	\$547,497	\$11,548	\$559,045
ROLLA	\$1,003,137	\$1,345,447	\$9,413	\$1,354,860
SALEM	\$399,428	\$564,000	\$12,017	\$576,017
SEDALIA	\$1,110,849	\$1,457,547	\$14,466	\$1,472,013
SIKESTON	\$423,845	\$599,389	\$11,971	\$611,360
SPRINGFIELD	\$7,366,649	\$8,896,073	\$55,610	\$8,951,683
ST CLAIR	\$752,788	\$1,075,350	\$12,941	\$1,088,291
ST JOSEPH	\$14,164,615	\$15,050,081	\$176,181	\$15,226,262
ST LOUIS	\$39,170,854	\$44,314,022	\$568,882	\$44,882,904
TRENTON	\$171,260	\$234,895	\$0	\$234,895
WARRENSBURG	\$1,757,616	\$2,448,819	\$12,834	\$2,461,653
WARRENTON	\$751,543	\$1,067,522	\$14,782	\$1,082,304
WEBB CITY	\$523,151	\$718,444	\$13,566	\$732,010
WEST PLAINS	\$468,407	\$657,116	\$13,977	\$671,093
WHITEMAN	\$1,387,799	\$1,387,799	\$0	\$1,387,799
<b>TOTALS</b>	<b>\$120,602,409</b>	<b>\$145,012,108</b>	<b>\$3,275,274</b>	<b>\$148,287,382</b>

MISSOURI AIR NATIONAL GUARD

ORGANIZATIONAL CHART



## MISSOURI AIR NATIONAL GUARD

Missouri has three Air National Guard Bases. Headquarters, 131st Tactical Fighter Wing and assigned units are located at Lambert Field, St. Louis. The 139th Tactical Airlift Group and assigned units are located in St. Joseph, at Rosecrans Field. Headquarters, 157th Tactical Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of four major Air Force Commands: Tactical Air Command, Military Airlift Command, the Air Force Communications Command, and United States Air Forces Europe.

### CONSTRUCTION/FACILITIES

Jefferson Barracks, home of Headquarters Missouri Air National Guard, four Air National Guard units, the National Guard Bureau's Central Classification Activity, and seven Army National Guard units, is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 55,623 sq. yds. of roads, 14,300 sq. yds of paved parking, and approximately 10,000 linear feet of security fencing.

Air Operations and Maintenance agreement funding for FY 89 was \$522.735. Additionally federal repair and preventative maintenance (RPM) funds in the amount of \$785,385 were spent in the design of thirteen projects and the construction of six. Most notable of the design projects was the repair of the indoor small arms range, the replacement of the base water distribution system, and an archaeological survey of Jefferson Barracks.

Air National Guard Base at Lambert-St. Louis International Airport is located on 24.93 acres of federally owned land on the south side of Natural Bridge Road, and 23.41 acres of airport land, leased to the federal government by the city of St. Louis, all of which is licensed to the State of Missouri for use by the Missouri Air National Guard. The Real Property consists of 75 facilities. The facilities include 35 buildings (337,525 SF), 55,686 SY of aircraft parking apron, and 99,723 SY of roads, sidewalks, parking lots, and storage yards. The replacement value of the ANG facilities at Lambert has been estimated by ANGSC/DEO at \$69.8 million.

Projects completed in the past 12 months include: Base Sign Bldg. #131 (\$45,760), Emergency Repair - Electrical Power Outage (\$32,000), Replacement of Electrical Transformer Bldg. #110 (\$20,000), Repair of Hush House Roof (\$5,000), Removal of Hazardous Waste (\$7,000), Construction Flammable Liquid Storage Building (\$25,000), Construction Hazardous Material Storage (\$21,000).

Major projects in design phase this year include Base Master Plan (\$136,000). (Currently on hold), Alter Engine Shop #2 (\$400,000); Repair/Replacement Apron Slabs (\$380,000); Construction LOX/LIN (\$60,000); Alter Bldg #110 - AIS/ESS/ECM Shop (\$489,000); Add/Alter Weapons Release/AGE (\$1,440,000); Add/Alter Dining Hall (\$350,000); Alter Weapons Release #4 (\$60,000); Replace Roof Units Bldg #110 (\$120,000); Equipment Storage/Inspection Facility, Cannon Air-to-Ground Range (\$115,000).

Total RPM funds expended during FY 89 will be \$171,450.

Future construction will include: Base Entrance Complex (\$200,000); Combat Comm AGE/AUTO MA (\$1,600,000); Comp ADP/SP/CATM/JA/571st/Land Acquisition (\$1,290,000); JP-4 Fuel Pipeline (\$1,600,000); Base Engr Maint Facility (\$2,000,000); Install 50,000 Gal POL Tank (\$500,000); Base Entrance Traffic Light (\$100,000); Repair/Replacement Air Conditioning System Bldg #131 (\$100,000); Repair/Replacement Hangar HV/LT/Ceiling (\$380,000); Repair/Replacement Wide Curbs (\$175,000); Repair/Replacement Oil/Water Separator (\$350,000); Reroof Bldgs 233, 12, and 209 (\$185,000); Reroof Bldgs 235 and 131 (\$195,000); Reroof Bldgs 115 and 110 (\$131,000).

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph, Missouri (54.15 acres owned by the Department of the Air Force, 28 acres leased from the City). Right-of-Way easements total 7.58 acres. Two hundred and seven acres for an aerial drop zone and 4.01 acres for a take-off and Landing Zone located at the Airport are leased from the City. Facilities include: 37 buildings (259,473 SF); aviation fuel storage (300,000 gallon capacity); aircraft parking and hangar access taxiways (109,294 SY); electrical distribution system (20,390 LF); and vehicle parking (39,434 SY). Total replacement value is \$41,782,000. Major construction anticipated in the near future includes a Composite Support Facility for the Clinic, Dining Hall, & Security Police (\$2,500,000); Avionics Facility (\$750,000); Aircraft Maintenance Shop (\$220,000); and modifications to the existing Operations and Training Facility (\$1,400,000). Construction was completed during FY 89 on a joint participation project with the FAA and City of St. Joseph to overlay the main runway. The ANG provided \$1,800,000 as its share of the project. All land and facilities are licensed from the Department of the Air Force to the State of Missouri for Air National Guard purposes at no cost to the State. All costs of the operations are funded by the federal government except Operations and Maintenance of the facilities for which the State of Missouri funded \$176,182 in FY 89 and \$1,399,000 was funded by the federal government.

Fort Leonard Wood Air-to-Ground Range (Cannon Range) is located in Pulaski County, Missouri, in the southwest corner of Fort Leonard Wood. The Air National Guard has exclusive use of 305 acres and joint use with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the State of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consist of a range control building (1,565 SF), two observation towers, a helicopter pad (178 SY), as well as an extensive target array including airfield, revetted aircraft, railroads, bridges, a water well, 35 SY of sidewalk, and 582 LF of security fence. Prime electrical power is provided by Laclede Electric Cooperative by 2.5 miles of overhead distribution lines. The Range is operated by nine full-time personnel and is host to nine units from seven states, flying A-7, A-10, F-4, and A-4 (Marine) aircraft, and UH-1 and Cobra helicopter gunships.

Future construction will include a Strafe Pit (\$95,000) and an Equipment Storage/Inspection Facility (\$115,000).

## GENERAL INFORMATION

131st Tactical Fighter Wing/110th Tactical Fighter Squadron. As part of the Total Force, the 131 TFW is one of the many Air National Guard and Reserve units which account for 37 percent of the total tactical fighter resources of the Tactical Air Command. The squadron continues to maintain its F-4E special capability with the Pave Spike Weapons System which provides precision weapon delivery via laser guided munitions.

The Missouri Air National Guard was the first Guard unit selected for a special project entitled CORONET EAST -- which added positive recognition to the State of Missouri achievements. For this project, the 110th was involved in ferrying Egyptian F-4 aircraft to and from Egypt for periodic depot maintenance at Hill AFB, Utah.

Members of the 110th assisted the 157th Tactical Control Group from Jefferson Barracks in the execution of Operation ANGIE, the President's war against drugs in the Bahamas.

During FY 89, the 110th TFS was put to the test by a series of higher headquarters inspections and unit planned deployments. Members successfully rose to each occasion in the unit's proud tradition.

## MAJOR EVENTS

Combat Archer, 27 Nov - 10 Dec 88. Primary purpose of this deployment to Tyndall AFB, Florida, was to participate in the air-to-air weapons system evaluation program. Unit participation increased aircrew proficiency/confidence in F-4 weapons systems by employing live ordnance against drones in a simulated air-to-air combat scenario. Aircrues also performed tow duties as they accomplished aerial gunnery against the new towed Aerial Gunnery Target System (AGTS). The unit deployed 10 F-4Es and approximately 125 personnel for this exercise.

Unit Effectiveness Inspection, 5-11 Jan 89. Personnel from 12th AF IG evaluated the management, organization, and mission capability of the 131 TFW. The 131st received an overall excellent rating with many functions and organizations receiving Excellent or Outstanding ratings.

Exercise Quick Force 17-23 Apr 89. Five F-4Es deployed to March AFB, California, for this exercise. Purpose was to train CENTAF-committed units in force employment procedures, tactics, and scenario similar to those expected in the USCENTCOM area of responsibility (e.g., desert environment/geographical distances).

Operational Readiness Exercise (ORE), 6-13 May 89. The Volk Field Training Site in Wisconsin served as the location for 1000 personnel and equipment to conduct the ORE and flying training. This included approximately 20 F-4s, aircrew and operations personnel from the 110 TFS. Primary purpose of the ORE was to evaluate the tactical readiness of the unit under simulated combat conditions in preparation for the Operational Readiness Inspection scheduled for October.

The 139th Tactical Airlift Group. Worldwide operations in 1989 underscored the global capabilities of the 139th Tactical Airlift Group despite a significant cut in flying hours due to budget constraints, and a major sustained preparation for a joint Operational Readiness Inspection of the parent wing and a sister unit by a Headquarters, Military Airlift Command Inspector General team.

Operational deployments included two 2-week rotations of three C-130 aircraft and 55 aircrews, maintenance, and support personnel to Operation Volant Oak at Howard Air Force Base, Panama, in support of USSOUTHCOM airlift requirements in Latin America. Four aircraft and 102 Missourians were among the 60,000 U.S. armed forces personnel participating with Republic of Korea forces in Team Spirit '89, staging out of Pusan, Korea, in March. Then in April a contingent of 78 personnel deployed with three aircraft to Zaragoza Air Base, Spain, for Operation Volant Partner with elements of the Delaware, Maryland, and Texas Air National Guard units for two weeks. A joint operational readiness exercise with the Maryland and Texas Air National Guard units was held in May with some 200 Missouri guardsmen deploying to the Air National Guard training site at Alpena, Michigan; Grissom AFB, Indiana; and the Oakland-Pontiac, Michigan, Airport. The 139th also participated in Operation Badge Torch with U.S. and Royal Thai forces at U Tapao, Thailand. The unit supported the United Services Organization by providing airlift for USO entertainment troops starring country music artists Loretta Lynn, Lee Greenwood, and Charlie Pride on tours to central and northern Europe, Greenland, the Caribbean, and Central America respectively. The 139th Mobile Aerial Port Flight also participated in training activities in England, Turkey, and West Germany by augmenting active duty forces based in those countries, and served in such joint exercises as Coronet Sentry, Sentry Cowboy, and MULEX '89. The 139th airlifted several contingents of Missouri Army Guard Military Police and Engineer companies to Panama for regular augmentation training throughout the year, and provided training for several sister Air Guard units converting to new C-130H2 aircraft. The group flew some 2,000 local proficiency, tactical airdrop, and cargo/passenger airlift sorties in '89, logging over 9.1 million passenger miles and 1.55 million cargo ton miles in 4,260 total flying hours, while extending its 31-year flying safety record to over 117,000 hours of accident free flying.

In its first such effort, the 139th Tactical Airlift Group successfully deployed 400 personnel of the 139 TAG to Fort Campbell, Kentucky, to join Texas and Maryland Air Guard units in undergoing a MAC Operational Readiness Inspection in September. The joint inspection was rated satisfactory overall by the IG team.

Command of the 139th Tactical Airlift Group passed from Col Kenneth O. Gabriel to Lt Col Robert L. Biehunko.

AATTC: The Air National Guard Advanced Airlift Tactics Training Center (AATTC) continues to grow as it scheduled 24 classes for 95 crews from the ANG, AFRES, USMC, USAF and 3 crews from NATO countries. A total of 98 crews received training from the school in 1989.

RECRUITING: Recruiting continues to be excellent. We are at 96.3% manned on officers and 99.7% on airmen.

Headquarters, 157th Tactical Control Group and assigned units are located at Jefferson Barracks. Over 1,300 officers and airmen are assigned to this Group in the states of Missouri, Iowa, Kansas, Georgia, Alabama, and Tennessee. The Tactical Control Group mission is to provide command and control for air strikes, reconnaissance, and air-to-air intercepts in a forward battle area. All radar units are equipped with the same type radar equipment. Depending on terrain and altitude, the radars have the capability to "look" in excess of 150 miles. In addition, our units have the capability to interface with the Air Force's Airborne Warning and Control System. When all systems are netted, it equates to a tremendous surveillance and control capability over a widespread geographical area. Being a Ground Tactical Control System, our units are normally located in close proximity to Army field forces. Each radar unit is autonomous and has organic communications, vehicles, generators, life support, medical, and field kitchens for independent and sustained operations. Units are capable of being operational and controlling aircraft or providing surveillance within hours of arriving at their tactical field site. The Air National Guard provides approximately 65 percent of the total Air Force Ground Tactical Air Control System capability.

During FY 89, two units of the Group completed demanding Operational Readiness Inspections successfully. Two units deployed to Denmark and one to Norway for a NATO exercise and eight units were deployed to the Caribbean area in a drug interdiction role. Drug interdiction efforts will continue. In FY 90, three subordinate units of the 157 TCG will deploy to Norway or Denmark for major NATO exercises and each radar unit can expect two drug interdiction deployments. Many personnel assigned to the headquarters saw field operations by supporting assigned units during operational readiness inspections, augmenting units deployed overseas, and by filling key management rolls during NATO exercises held in Europe.

The 218th Engineering Installation Squadron is one of 19 similar squadrons in the Air National Guard. The unit is organized into 35 Combat Engineering Installation Teams, trained and equipped for engineering and installing radio, radar, telephone, cable, and antenna equipment. The 218th regularly deploys to bases throughout the United States and has completed special assignments in the European and Pacific theaters. The unit trains for its wartime mission by selecting regular Air Force projects and assigning a mix of experienced personnel and trainees. This results in a double benefit to the Air Force and the taxpayer since completion of training also means completion of an Air Force project and an operational system.

Last year, the 218th completed projects at Zweibrucken Air Base, Germany; Homestead AFB, Florida; Scott AFB, Illinois; Lackland AFB, Texas; Fort Leonard Wood, Missouri; Offutt AFB, Nebraska; Maxwell AFB, Alabama; Grissom AFB, Indiana; Little Rock AFB, Arkansas; Columbus AFB, Mississippi; McConnell AFB, Kansas; Barksdale AFB, Louisiana; and participated in Exercise Healthy Comet X.

The 131st Civil Engineering Squadron, (Operations Location Engineering and Service) was established in 1980 as a separate operating component of the 131st Civil Engineering Squadron located at Lambert-St. Louis International Airport. A Prime BEEF CS-7 Combat Support Team is stationed at Jefferson Barracks. This 100-man unit provides basic skills to establish Base Civil Engineer operations or to accomplish the most critical of wartime tasks at locations where additional assistance is required.

In FY 89, this unit completed Civil Engineering projects at Holloman AFB, New Mexico, and at Templehof AB, Berlin, Federal Republic of Germany. Members of this unit also participated in an Organizational Readiness Evaluation at Volk Field, Wisconsin, in May 1989.

121st Tactical Control Flight is one of the nine units assigned to the 157th Tactical Control Group. It is a Forward Area Control Post (FACP) in the Tactical Air Control System.

During FY 89 the unit deployed to the Caribbean in support of Operation ANGIE V; Tactical Fighter Weaponry '89 in Ferring, Denmark.

#### MILITARY PERSONNEL 30 JUNE 1989

	<u>AUTHORIZED</u>			<u>ASSIGNED</u>		
	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>
Headquarters, MOANG	18	13	31	18	12	30
131st Tactical Fighter Wing	158	1166	1324	151	1014	1165
231st Civil Engr Flt	26	15	41	25	14	39
239th Cmbt Comm Sq	10	187	197	9	153	162
110th Weather Flt	3	10	13	2	10	12
571st Air Force Band	1	34	35	1	38	39
157th Tac Con Gp	44	97	141	43	86	129
121st Tac Con Flt	10	80	90	9	76	85
131st Civil Engr Sq (OLES)	6	94	100	5	79	84
218th Engr Instl Sq	10	216	226	9	186	195
139th Tac Airlift Gp	<u>131</u> 417	<u>772</u> 2684	<u>903</u> 3101	<u>130</u> 402	<u>767</u> 2435	<u>897</u> 2837

#### ORGANIZATIONAL STRUCTURE

<u>UNIT</u>	<u>LOCATION</u>	<u>COMMANDER</u>
Headquarters, MOANG	Jefferson City	Brig Gen Hugh S. Harris, Jr.
<u>131st Tactical Fighter Wing:</u>	All units except the Cannon Range are located at Lambert-St. Louis IAP	
Headquarters		Brig Gen James H. Renschen
110th Tactical Fighter Squadron		Lt Col Angelo Perfetti
131st CAM Squadron		Lt Col Donald L. Boatright
131st Mission Support Squadron		Maj Larry J. Hollrah
131st Security Police Flight		Maj Richard L. Rehmeier
131st Communications Flt		Capt Lura D. Lange
131st Civil Engineering Squadron		Lt Col Emil J. Tejkowski
131st Tactical Hospital		Maj William Zoesch

131st Resource Management Squadron  
 131st Services Flight  
 \*239th Combat Communications Squadron  
 \*110th Weather Flight  
 \*231st Civil Engineering Flight  
 \*571st Air Force Band  
 Cannon Range, Ft Leonard Wood

Lt Col Herman G. Macormic  
 Maj Robert G. Gremminger, Sr.  
 Lt Col Hugh H. Barton III  
 Lt Col John W. Louer III  
 Col Gordon J. Buchanan  
 Maj Stephen M. Aubuchon  
 Maj Michael A. Steffen

157th Tactical Control Group: All units located at Jefferson Barracks.

Headquarters  
 121st Tactical Control Flight (FACP)  
 \*\*218th Engineering Installation Squadron  
 \*\*131st Civil Engineering Squadron (OLES)

Col James H. Baker  
 Lt Col George R. Niemann  
 Lt Col James R. Holderread  
 Maj Roy T. VanHee

139th Tactical Airlift Group: All units are located at Rosecrans Memorial Airport, St. Joseph.

Headquarters  
 139th Resource Management Squadron  
 180th Tactical Airlift Squadron  
 139th Civil Engineering Squadron  
 139th Mission Support Squadron  
 139th Tactical Clinic  
 139th Mission Support Flight  
 139th Advanced Airlift Tactics Training Center  
 139th Mobile Aerial Port Flight  
 139th CAM Squadron  
 139th Security Police Flight  
 139th Services Flight

Lt Col Robert L. Biehunko  
 Lt Col Donald L. Whitehead  
 Lt Col Steven R. McCamy  
 Lt Col Bruce E. Hansen  
 Lt Col Bruce R. Hill  
 Col Krikor O. Partamian  
 Maj Carl P. Shuster  
 Lt Col David F. Deterich  
 Maj Robert D. Couldry  
 Maj Lonnie J. Lee  
 Maj Walter L. Daffron III  
 Maj Dwight R. Ness

\*Attached to 131st Tactical Fighter Wing  
 \*\*Attached to 157th Tactical Control Group

#### OPERATION AND MATERIAL

##### Pilot/Navigator (NAV) Utilization:

LOCATION	PILOTS/NAV	PILOTS/NAV	AVERAGE TOTAL	AVERAGE UNIT ASSIGNED
	AUTHORIZED	ASSIGNED	TIME PER PILOT/NAV	ACFT TIME PER PILOT/NAV
St. Joseph	39/20	50/29	3224/4506hrs	579/603
St. Louis (F-4E)	46/37	42/36	2264/1680hrs	1210/1305
St. Louis (C-12)	3/0	5/0	3939hrs	464

##### Aircraft Fuel Consumption:

TYPE	GALLONS
JP-4 (Jet)	8,683,379

Aircraft:

<u>LOCATION</u>	<u>TYPE AIRCRAFT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>	<u>AVERAGE AIRFRAME TIME</u>
St. Louis	F-4E	26	\$2,375,000	\$61,750,000	5000 hrs
St. Louis	C-12F	1	\$657,000	\$657,000	1600 hrs
St. Joseph	C-130H	8	\$18,000,000	\$144,000,000	1398 hrs
TOTAL		35			

Vehicular and Communications Equipment Assigned Statewide:

<u>EQUIPMENT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>
Wheeled Vehicles	417	\$27,580	\$11,500,860
Radar Sets	1	\$2,043,000	\$2,043,000
Communications Sets	2	\$1,729,339	\$3,458,678
			\$17,002,538

COMMUNITY IMPACT

Federal funds spent in Missouri in support of the Air National Guard during FY 89 are categorized as follows:

	St. Louis	St. Joseph	Total
Pay of Air Technicians	\$12,448,750	\$6,585,800	\$19,034,550
Full-Time, Military Duty Program (AGR)	\$1,719,485	\$1,915,270	\$3,634,755
Active Duty, IDT-UTA Payroll Incentive Program (Reenlistment Bonuses)	\$8,550,778	\$3,935,430	\$12,486,208
Basic Training Program	\$87,374	\$64,300	\$151,674
National Guard Personnel Travel, Per Diem, Subsistence, Clothing & Uniform Allowances	\$189,080	\$222,900	\$411,980
Service Contract (Operation and Maintenance)	\$666,186	\$620,000	\$1,286,186
Major and Minor Repairs	\$1,228,600	\$1,368,700	\$2,597,300
Miscellaneous Supplies & Services	\$723,840	\$1,775,400	\$2,499,240
Base Procured Equipment Planning, Acquisition & Construction	\$3,203,737	\$1,985,000	\$5,188,737
	\$258,355	\$263,900	\$522,255
TOTAL	\$4,647,670	-0-	\$4,647,670
	\$33,723,855	\$18,736,700	\$52,460,555

Six hundred eighty-four Federal Civil Service Technicians and full-time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

One hundred nineteen State employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds, and provide base security and fire protection.

## MISSION STATEMENTS

131st Tactical Fighter Wing. To attack and destroy enemy military forces, supplies, equipment, communications systems, and installations using conventional weapons. Attack and destroy targets in support of surface forces while engaged in joint operations. Provide active air defense by engaging and destroying enemy air forces in either offensive or defensive roles by visual interpretation or under direction of Airborne Warning and Control Systems.

239th Combat Communications Squadron. Train and administer assigned personnel and maintain equipment readiness to support the tactical air forces and to support emergency state or USAF requirements for communications or air traffic control facilities.

110th Weather Flight. Provide 24-hour per day tactical and nontactical meteorological services based upon USAF and US Army stated requirements for an armored cavalry regiment (ACR) with an organic airfield, drop zone, or helipad. Provide weather support at an ACR airfield and augment forces for 24-hour weather support at an Army CONUSA.

231st Civil Engineering Flight. A command/staff engineering augmentation flight trained to staff and manage civil engineering services, recover cell functions for a numbered Air Force within a theater of operations and/or at MAJCOM level in the command post, battle staff operations, including regional wartime construction prioritization and crash rescue fire suppression management.

571st Air Force Band. The Band is a Missouri Air National Guard unit attached to the 131st Tactical Fighter Wing (Lindbergh's Own) located at Lambert-St Louis International Airport. The Band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the Band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Tactical Airlift Group. Provide a capability to deploy, redeploy, and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

Headquarters, 157th Tactical Control Group. Command, organize, equip, administer, and train assigned elements of a tactical air control system to provide control of all aircraft activities in support of tactical air operations, including air defense and centralized air space control over the combat zone.

218th Engineering Installation Squadron. Accomplishes the engineering, installation, removal, and relocation of Ground Communications-Electronics-Meteorological (CEM) facilities. Performs serviceability certification and emergency and/or programmed on-site maintenance and modification of CEM equipment.

131st Civil Engineering Squadron (OLES). Recruit, train, equip, and administer Prime BEEF teams for worldwide deployment and employment. Ready to mobilize and deploy within 28 hours after notification, civil engineering personnel and support equipment to provide an organic capability in support of aircraft, operations at MOBs, COBs, FOLs, and bare bases through rapid runway repair, beddown O&M support, emergency and follow-on repairs, contract management, or war damage repair efforts.

121st Tactical Control Flight. Provides a combat ready forward air control post to the Tactical Air Command System. Its mission is to provide radar surveillance deep into hostile territory by command control of strike, reconnaissance, and air defense fighters in the forward battle area. Completely self-sustaining in the field, the unit provides its own electrical power, food services, medical support, transportation, communications, and maintenance support.

## **STATE EMERGENCY MANAGEMENT AGENCY**

The State Emergency Management Agency (SEMA) is responsible for development of a statewide, all emergency preparedness capability to protect and assist the citizens of Missouri in any type of emergency or disaster which may occur. SEMA coordinates activities between federal, state, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950s. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislation Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

PLANS AND OPERATIONS. The first half of this fiscal year saw tornadoes in St. Charles County and several other counties in the southwest part of the state. Several actions by SEMA, i.e., damage assessments, emergency operations center functions and coordinating efforts with the Small Business Administration (SBA) were required. These efforts resulted in SBA declarations in St. Charles and Barry Counties.

During February, a flood in Southeast Missouri affected approximately seven counties. The State Emergency Operations Center (EOC) was activated on February 15 and continued through February 18, to monitor damage assessment and response efforts.

In March 1989, heavy snows were responsible for roofs collapsing on dozens of commercial poultry houses in McDonald, Barry, Newton, Jasper, and Lawrence counties. SEMA was the coordinating agency in conjunction with the United States Department of Agriculture, Missouri Department of Health, Missouri National Guard, and others. These actions ended with the eventual burial of approximately 2,000,000 chickens and turkeys killed in the disaster.

SEMA is a member of the Governor's Task Force on Heat and Drought. We coordinated the distribution of water pumps with elected officials of several counties where severe water shortages existed.

For much of FY 89, conditions were such that the Plans and Operations Branch was able to concentrate on many activities. Work was completed on the initial draft of the State Emergency Operations Plan which was forwarded to the Federal Emergency Management Agency during October 1989.

SEMA also organized, coordinated, and conducted four state emergency operations exercises in FY 89. Two dealt with nuclear power plant accidents, one with earthquakes, and the other with national security.

The agency continues to assist Local Emergency Planning Committees (LEPCs) as they develop hazardous material contingency plans required by SARA Title III. The SEMA Haz-Mat planning personnel have been reviewing these plans and returning them with suggestions/recommendations.

The agency has conducted a series of Hazardous Materials Planning Workshops around the state to explain SARA Title III planning requirements and proper formatting. Follow-up meetings are being scheduled to further assist the LEPCs in finalizing the plans.

TRAINING AND EXERCISE PROGRAM. The SEMA training and exercise program focuses on improving both professionalism and emergency operation capabilities in local jurisdictions throughout the state. Training courses are made available to public officials. Exercises are conducted in local government communities to test readiness should a disaster or major emergency occur.

Eighty-four training activities were conducted during FY 89, with a total of 2,147 participants completing courses (this includes 733 participants in the radiological series).

Also conducted were courses in the Professional Development Series for Emergency Management. These courses include: Introduction to Emergency Management; Emergency Planning, Leadership and Influence; Decision Making and Problem Solving; Effective Communications; Creative Financing; Developing Volunteer Resources; and State and Local Continuity of Government.

Other courses conducted were two Exercise Design sessions, one Local Hazard Mitigation Planning Workshop, and a Statewide Emergency Management Conference.

FEMA emphasized radiological preparedness courses that trained local personnel to deal with peacetime emergencies as well as attack related emergencies. Forty Fundamentals Courses for Radiological Monitors were conducted for personnel across the state. Six Fundamental Courses for Radiological Response Teams were held with a total of 114 participants. One Radiological Officers Course was offered with an attendance of 20.

The Exercise Program conducted, evaluated, and reported 102 exercises - 87 Functional and 15 Full Scale Exercises during FY 89. Over 4,800 local government officials participated in these exercises. Participants included elected officials, fire, law enforcement personnel, emergency medical services, public works officials, private sector personnel, and, of course, emergency management coordinators. These simulations allow local responders and emergency coordinators to practice and test their emergency operations and better prepare themselves for real emergencies and disasters.

The major highlight of this year's exercise program was CIVEX 89, a national security/nuclear attack preparedness exercise. Forty-six jurisdictions including the State of Missouri played over a four-day period in late January and early February. The State Office sponsored a very successful Earthquake Exercise on April 5, 1989, at Willow Springs, Missouri. This exercise allowed state responders assigned to District G Headquarters of Missouri State Highway Patrol to increase their awareness of the problems unique to that area.

With the passage of federal laws regarding hazardous materials, the state was awarded funds for training purposes. SEMA, Central Missouri State University, and the University of Missouri Fire and Rescue Training Institute conducted several new courses for local emergency planning commissions, first responders, and state officials. These courses included: Hazmat Recognition and Identification; Hazmat Incident Analysis; Public Officials Conference on Hazardous Materials; The Pesticide Challenge; and Train-the-Trainer Courses. Hazardous Material Planning Workshops and Formulating Public Policy courses offered LEPCs an opportunity to work together in policy and plans development to meet the compliance requirements for SARA Title III.

PUBLIC INFORMATION. The Public Affairs and Information Office serves as a comprehensive news and information service to present the varied activities of SEMA and related organizations to the public. The office provides technical expertise in the field of journalism - including interpretation, writing, and dissemination of information; photography, graphic arts; audio visual work; and knowledge of printing processes, to increase public awareness of the emergency management concept at federal, state, and local levels. A primary vehicle in carrying out this mission is publication of the quarterly SEMA newsletter. It contains news of activities by local emergency management and disaster preparedness directors, information about state and federal programs, and issues in the emergency management field. Circulation for the newsletter is about 1,200 to local directors, public officials, elected state officials, and other state agencies.

News releases are issued to address SEMA policies, or emergency management and disaster activities quickly and accurately as events occur. Media interviews highlighting special SEMA programs help educate the public in the goals and methods of the agency.

Among the programs highly publicized by SEMA in FY 89 was Missouri's first statewide Earthquake Awareness Week, conducted in September 1988. Hundreds of media packets with information about the New Madrid Fault and earthquake preparedness kits for schools were prepared by the agency for distribution across the state. The campaign, co-sponsored by SEMA, the Missouri Insurance Information Service, and the Alliance of American Insurers, was backed by a proclamation from Governor Ashcroft endorsing earthquake safety measures for all Missourians.

SEMA also observed the first National Earthquake Awareness Week in April 1989 with another public information campaign. That effort focused attention on the grand opening of the Central United States Earthquake Consortium at its new headquarters in Memphis, along with a series of symposiums on lessons learned from the earthquake in Armenia.

The ongoing drought in northern Missouri was the subject of a major public information effort by SEMA in FY 89. In February, Governor Ashcroft called out the Missouri National Guard to haul emergency water supplies to several communities after ice in the Missouri River reduced already low public drinking water supplies in the drought-plagued area. The Governor also appointed a Missouri Drought Task Force, which includes representatives from SEMA and the Department of Public Safety. The Task Force continues to work on a broad range of issues to deal with the drought situation.

RADIOLOGICAL INSTRUMENTS/MAINTENANCE & CALIBRATION. The Radiological Instruments/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for the contract year was \$77,948, with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 48,963 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in public fallout shelters, emergency response facilities, schools, and state and federal installations throughout Missouri. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four-year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration, and repair if necessary. They are repacked with new batteries and redistributed to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,000 radiation detection instruments.

RI/M&C also supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. Members of the RI/M&C are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for training that are on loan to the state.

RADIOLOGICAL PROTECTION PROGRAM. The purpose of the State Radiological Protection Program (RPP), known as Radiological Defense (RADEF), is to protect Missouri residents from the hazards of radiation exposure. This includes both nuclear attack and peacetime radiological emergencies, i.e., transportation, nuclear power plants, laboratories, etc.

Such protection is provided through pre-emergency planning and development of state and local Radiological Emergency Support Programs. Each local program includes capabilities for detection, measurement, analysis, and reporting radiological data resulting from weapon detonations or other radiological emergencies.

There have been several thousand persons trained in radiological monitoring during the last twenty years. Many are no longer in the program, but new personnel are trained throughout the state each month. Radiological Defense Officers and Radiological Monitor Instructors are being trained to meet local jurisdiction's needs. Twelve aerial radiological monitoring stations have been established, primarily through the Civil Air Patrol.

ALL HAZARD PLANNING. Guidance and assistance is provided to state and local government agencies in the development and maintenance of emergency operation plans based on the Integrated Emergency Management System concept. Under this concept, the plans address hazards which have been determined to pose a significant threat to the citizens of Missouri and are based on two options for protection - evacuation and shelter. During FY 89, plans were developed in 17 counties and 2 cities.

Surveys to identify the physical and architectural characteristics of buildings that provide protection from the effects of natural and technological hazards were continued during FY 89. Surveys were conducted in Daviess, Livingston, Linn, and Grundy counties.

COMMUNICATIONS AND WARNING. SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility serves daily communication needs for SEMA, the Governor's Office, Missouri National Guard armories, and other state agencies as required. The following systems provide wireline or radio communications with local and federal agencies:

- (1) Federal National Warning System (NAWAS)
- (2) Federal National Voice System (FNAVS)
- (3) Federal National Teletypewriter System (FNATS)
- (4) Federal National Radio System (FNARS)
- (5) State Highway Patrol Radio System
- (6) Missouri Uniform Law Enforcement System-Teletype (MULES)
- (7) Law Enforcement Point-to-Point Radio System
- (8) Sheriff's Mobile System
- (9) Statewide Mutual Aid Frequency
- (10) State National Guard Single Sideband Net
- (11) State Highway Department Radio System
- (12) Emergency Management Administrative Net
- (13) Radio Amateur Civil Emergency Service
- (14) Citizens Band Radio Service
- (15) Emergency Broadcast System Remote Pickup Unit
- (16) Conservation Commission Radio System
- (17) Communications Recording System

- (18) A telecopier (FAX) to receive pictures and printed documents by a telephone radio system
- (19) Federal Highway Administration, U.S. Department of Transportation emergency communications radio system
- (20) Civil Air Patrol capability
- (21) Operation Secure HF radio and teletype system
- (22) Nuclear Power Plant radio repeater system at two sites
- (23) Data communication terminals using wireline and radio transmission
- (24) Statewide administrative emergency 45.12 mobiles used by locals
- (25) Corps of Engineers SSB shortwave radio for river and flood stage readings

Four communications/warning exercises were conducted in FY 89 to enhance operational readiness. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season. Two exercises were in nuclear power plant planning, while the fourth was the CIVEX 89 exercise with locals and FEMA.

Action has been taken to revitalize the State Emergency Broadcast System. Distribution of the new plan is expected mid FY 90.

MOBILE EMERGENCY OPERATING CENTER. SEMA maintains and operates a 14-foot step van as a mobile communications and command center. It has eight radio systems, including a radio repeater with telephone interconnect, and a trailer-mounted emergency power generator. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the transportable base station for the Callaway and Cooper Nuclear Plant yearly exercises.

Some of the major benefits from this unit are the use of the tall antenna on the repeater allowing the SEMA field teams to range up to 20 miles apart using hand held portable radios.

The Mobile Emergency Operating Center was loaned to and used by the National Guard this year as their field operations center during Operation Cash Crop.

MAINTENANCE AND SERVICES. In accordance with federal law, the purpose of this program is to maintain the emergency management readiness of state and local governments. The Federal Emergency Management Agency provides financial assistance in support of maintaining the operational readiness of alerting and warning systems, emergency communications systems, and emergency operating centers. The program provides 50 percent reimbursement funds to eligible subdivisions for allowable preventive and repair and replacement costs of emergency communications and warning systems and EOC equipment.

Federal funding provided for this program during FY 89 was \$42,071.00.

WARNING AND COMMUNICATIONS SYSTEMS. This program provides federal financial assistance to state and local governments to establish and upgrade communications and warning systems capabilities. When funds are available, the Federal Emergency Management Agency reimburses eligible local subdivisions 50 percent of the cost of such items as outdoor warning systems, cable TV warning systems, and area-wide communications systems.

Federal funding provided for this program during FY 89 was \$14,495.00.

EMERGENCY OPERATING CENTERS. Federal funding under this program assists state and local governments to develop Emergency Operating Centers to minimum standards. This includes the capability to direct and control those activities of government which are essential to save lives, protection of property, and restoration of government services in a major emergency. The Federal Emergency Management Agency provides 50 percent reimbursement funds to eligible subdivisions for allowable costs such as architect/engineer fees for design, life support systems, communications equipment for direction and control, electromagnetic pulse protection, and display equipment for operations room.

The phase I application for the new State Emergency Operations Center was completed and accepted by the Federal Emergency Management Agency. Construction is expected to start late FY 90.

Federal funding provided for this program during FY 89 was \$231,000.00.

BUDGET. SEMA was appropriated \$444,161.00 from state general revenue funds for fiscal period July 1, 1988, through June 30, 1989. These funds are used for state operating costs as well as match monies for Federal Emergency Management Assistance programs.

	General Revenue	Federal Funds	Total
Personal Services	\$399,747.00	\$835,147.00	\$1,174,894.00
Expense & Equipment	<u>104,414.00</u>	<u>248,517.00</u>	<u>352,931.00</u>
	<u>\$444,161.00</u>	<u>\$1,083,664.00</u>	<u>\$1,527,825.00</u>

Total funds disbursed by this agency during the 1989 fiscal year July 1, 1988, through June 30, 1989, in support of various programs: \$3,082,290.00.

## OFFICE OF AIR SEARCH AND RESCUE

This office was created within the military division of the executive department, Office of the Adjutant General, by the Missouri Legislature in 1979. The commander of the Civil Air Patrol, Missouri Wing is the ex-officio head of the office. There are no paid personnel assigned to this office at the present. The Missouri Wing, Civil Air Patrol discharges the responsibilities of the office for search and rescue and disaster relief operations.

The Missouri Wing, CAP, is an all volunteer organization comprised of approximately 610 senior members and 490 cadets assigned to 32 units in the State. Missions performed include search and rescue operations for missing aircraft; assistance in national, state, and local disasters requiring air transportation, damage assessment, and communications; and support for U.S. Customs, Drug Enforcement Agency, and U.S. Forestry Service in the Drug Interdiction Program. Mission assignments for Disaster Relief are originated by Air Force National Security Emergency Preparedness (AFNSEP) Division or the State Emergency Management Agency. Mission authorization for Search and Rescue is issued by the Air Force Rescue & Recovery Service located at Scott AFB, Illinois. Drug Interdiction missions are authorized directly by the agency under Memorandums of Understanding.

During the past year, Missouri Wing has participated in three downed or missing aircraft searches, 31 Emergency Locator Transmitter searches which were false alarms, and 27 Drug Interdiction Missions. In addition, there were three scheduled training exercises on weekends and one each evaluated SAR and DR exercises for which the Wing received a rating of Excellent on each. Training and evaluation exercises are state-wide activities. Individual squadrons hold training exercises throughout the year in addition to these programs.

Resource capability includes the following:

### Communications

- \* 68 HF land stations, fixed and mobile
- \* 217 VHF FM stations, fixed and mobile
- \* 245 total stations operating on USAF authorized frequencies
- \* 5 fixed station VHF FM Voice Repeaters -- Kansas City, Springfield, Jefferson City, Sedalia and St.Louis
- \* 5 Digital Packet Repeaters -- Kansas City, Sedalia, Columbia, Washington, and St.Louis
- \* 2 Mobile VHF FM Repeaters capable of airborne operation
- \* 11 Direction Finding Units, hand held, for ELT search
- \* 9 portable generators distributed around the state for emergency communications power

### Aircraft

4 Cessna Skyhawks, C-172 aircraft. Corporate-owned and equipped and certified for IFR operation. Each aircraft is also equipped with Loran C navigation, ELT Direction Finders, and VHF FM radio equipment.

72 member-owned aircraft, single and multi-engine. Some are equipped for ELT search and VHF FM communications. These aircraft are generally available to supplement the corporate aircraft when required

## Vehicles

- \* 21 corporate-owned vehicles including three 12-passenger vans and 2 mini-vans
- \* Unknown number of member-owned vehicles which can be used on CAP authorized missions. The number probably exceeds 100 and they range from the family sedan to 4-wheel drive vehicles.
- \* Most corporate and private vehicles have VHF radio capability.

## Flight Crews

120 licensed pilots on roll. At any given time, approximately 70 percent of those on roll meet flight currency requirements for CAP missions. A flight crew normally consists of pilot, observer, and scanner. All must meet the annual and/or biannual training and currency requirements to participate in a mission.

## Ground Teams

There are 22 recognized ground teams consisting of a team leader, one person with advanced first aid or EMT rating, and one or more cadets. Each team has a vehicle, communications, and the ability to be self-sustaining for up to 24 hours. Like the flight crews, the ground teams have biannual training and currency requirements.

## Goals For FY90

1. Add two new VHF-FM repeaters to complete coverage across the state.
2. Expand packet radio data transmission capability on HF and VHF radio to include Kirksville, Springfield, and Cape Girardeau areas.
3. Complete computerization of Emergency Service data base.
4. Increase Cadet and Senior membership by 5 percent and add two new squadrons.
5. Enhance operational readiness of air and ground crews through expanded training activity.
6. Conduct a joint Disaster Relief Exercise based on a New Madrid fault earthquake with the Arkansas Wing in July 1990

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